

TWENTY SECOND ANNUAL REPORT

1975-76

*Presented to the Annual Meeting of the
General Body on the 10th October 1976*



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TWENTY-SECOND ANNUAL REPORT 1975-76

INTRODUCTION

During the year under review, the Institute made considerable progress, particularly in the fields of training and research. The air of uncertainty caused due to the resignation of Prof. Ishwar Dayal as Director of the Institute and a prolonged search for a suitable successor ended when Shri R.N. Haldipur took over as Director with effect from the 1st September, 1975. The Institute is now in a position to venture into new areas and plan its activities on a long-term basis. Its activities are now not merely confined to the headquarters but cover several other States, since many State Governments and public sector undertakings have approached the Institute to undertake training courses and research studies for them.

During the year some fundamental constitutional changes were also effected such as the creation of an Academic Committee to assist the Executive Council in academic matters.

This year the Institute undertook 26 research studies on various facets of administration and on contemporary problems. International agencies such as the United Nations' Asian Development Institute, Bangkok, and the Asian Centre for Development Administration, Kuala Lumpur, entrusted it with some studies which have been completed to their satisfaction. Studies on the 'Problems of Pensioners' and a survey of 'Slum & Squatters Colonies in Kanpur City' tackle subjects of vital importance. The study on 'Food Management' aims at examining the network of relations that exists between several organizations concerned with procurement. A study is on hand to suggest a micro-level action plan to reverse the trend toward social stagnation and the disorganization of economic activities in an

economically backward area and to initiate development through government, community and individual efforts. Another study recently launched is on the subject of 'Creating a Culture of Organizational Sensitivity in Central Government departments'. By studying the reactions of a cross section of employees in Government departments, it aims to develop means to sensitize civil servants so that they may give improved service to the public.

The year under review marks the beginning of several new training programmes. Twenty-three courses were conducted under the Executive Development Programme and 16 courses were conducted under the Management Development Programme. The Centre for Urban Studies organized eight courses. The first Advanced Professional Programme in Public Administration was launched on the 1st September, 1975 for the middle management level in Government with participants drawn from both the Central and State Governments/Union Territories. The programme is unique in that it is the only one of its kind in India and other developing countries designed for middle level civil servants. Its accent is on applied administration combining the findings of social science research with the practical experience of administration.

The Institute also organized training programme in areas such as Tribal Development Administration, District Planning, Policy Formulation and Implementation, Project Management Techniques, Network Techniques and Performance Budgeting for Public Sector Undertakings, New Dimensions in the Management of Human Resources and Urban Plan Administration.

The Institute will be breaking new ground in the field of training when it will in collaboration with the Economic and Social Commission for Asia and the Pacific and the Asian Centre for Development Administration, Kuala Lumpur, launch a Regional Programme on 'Management of Agriculture' from the 6th September to the 24th September, 1976, for countries which come under ESCAP. Preparations are under way for this International Programme which aims at analysing the multiplicity of factors involved in increasing agricultural production and exploring alternative management systems and techniques for getting agriculture moving.

Though not much headway has been made in the field of consultancy, negotiations are underway with a number of organizations. During the year under review, the Institute completed two

consulting assignments and presently it has on hand four assignments and a few more which are being negotiated.

The Institute's publications are getting recognition from readers all over the country and abroad. The Indian Journal of Public Administration is now considered to be one of the most leading journals on the subject of Public Administration. This is also evident from the fact that some foreign publishers have shown interest in printing the back issues of the Journal. Our volumes on Case Studies enjoy great popularity amongst administrators and scholars.

The Institute has been attempting to build a culture which is an amalgam of both educational activity and applied research. In order to achieve this, it has organized itself into areas of specialization so that it may be able to identify fields of study in the governmental system and public sector undertakings in their interface with the Government. To the extent it succeeds in these efforts, it would be fulfilling the objectives for which it has been set up.

ASSOCIATIONAL ACTIVITIES

A.1. TWENTY-FIRST ANNUAL MEETING OF THE GENERAL BODY

The Twentyfirst Annual Meeting of the General Body was held on October 26, 1975. Shri B.D. Jatti, Vice-President of India, and the President of the Institute presided over the meeting.

At the meeting, Shri B.D. Jatti was unanimously re-elected as the President of the Institute for the year 1975-76. Dr. Jagjivan Ram, Chairman of the Institute and Union Minister for Agriculture and Irrigation, also addressed the members.

A.2. THE EXECUTIVE COUNCIL

The Executive Council, at its first meeting after the Annual General Body meeting held on October 27, 1975, unanimously re-elected Dr. Jagjivan Ram, Union Minister for Agriculture and Irrigation, as Chairman of the Institute for a period of two years 1975-77.

The Council also elected Shri K. Brahmananda Reddy, Union Minister for Home Affairs, and Dr. M. Karunanidhi, as Vice-Presidents of the Institute.

At the same meeting, the Council co-opted Dr. B. Venkatappiah, Dr. Ajit Mozoomdar, Prof. M.A. Muttalib, Shri R.K. Trivedi, Prof. V. Jagannadham, Shri V. Krishnamurthy and Dr. Bharat Ram. Shri Govind Narain was also co-opted in place of late Shri P. Achuta Menon.

The Chairmen of 3 Regional Branches, Andhra Pradesh, Gujarat and Karnataka, were co-opted following the alphabetical order.

The Executive Council met six times during the year.

Reconstitution of Committees

The Council re-constituted its various Committees, the details of which are given below :

Standing Committee : The Council appointed the following as members of the Standing Committee : Dr. B. Venkatappiah (Chairman), (1) Shri N.H. Athreya, (2) Shri M.K. Chaturvedi, (3) Prof. Shanti Kothari, (4) Shri V. Krishnamurthy, (5) Prof. M.V. Mathur, (6) Shri H.M. Patel, (7) Shri C.A. Ramakrishnan, (8) Shri V. Subramanian, (9) Prof. M.J.K. Thavaraj, (10) Shri R.N. Haldipur (Director). It met five times during the year.

Academic Committee: The Council appointed the following as members of the Academic Committee: Shri R.N. Haldipur, Director (Chairman); Prof. V. Jagannadham, Prof. M.J.K. Thavaraj, Prof. Kanti Swarup, Prof. Kuldeep Mathur and Dr. K.N. Kabra; four outside experts: Dr. G.R. Dalvi, Prof. Nitish R. De, Prof. M.S. Gore and Prof. Rajni Kothari and three Executive Council Members: Shri T.N. Chaturvedi, Prof. M.A. Muttalib and Shri M. Subramanian. It met once.

The Academic Committee will also look after the work of the Library Committee.

Committee on Case Studies: The Council appointed the following as members of the Committee on Case Studies: Shri Govind Narain (Chairman), Dr. A. Avasthi, Prof. A.P. Barnabas, Shri T.N. Chaturvedi, Dr. G.R. Dalvi, Shri B.C. Mathur, Prof.

M.J.K. Thavaraj, Shri R.K. Trivedi, Prof. S.P. Verma, Shri R.N. Haldipur, Director, and the Assistant Editor.

Screening Committee: Shri T.N. Chaturvedi and Prof. M.J.K. Thavaraj were appointed as members of the Screening Committee to scrutinize applications for membership.

The Council also decided that the term of elected members of the various committees should be for a period of two years at a time and the elections/appointments of the members for such committees should be held only in the year of elections. Accordingly the term of all these committees would be regularized in the year 1976.

The Composition of the Executive Council is given in Appendix I.

Appointment of New Director of the IIPA

On the recommendation of the specially appointed Selection Committee, the Executive Council, at its meeting held on the 29th August, 1975, approved the appointment of Shri R.N.Haldipur as Director of the Institute for a period of five years. Shri Haldipur took charge of the office of Director on September 1, 1975. Before joining the Institute as its Director, he was Joint Secretary to the Government of India in the Department of Personnel and Administrative Reforms, Cabinet Secretariat. Shri Haldipur has had a distinguished career and varied experience in different sectors of administration, particularly in tribal administration, rural and community development, planning, and in the training of public servants and the elected representatives of people at various levels. He has a number of articles to his credit both in Indian and foreign journals.

At the same meeting, the Executive Council placed on record its appreciation of the services rendered by Prof. V. Jagannadham as officiating Director.

A.3. REORGANIZATION OF THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

A mention was made in the Annual Report for 1974-75 about the internal reorganization of the Institute and the amendment of its Memorandum of Association and the rules.

The proposals for amendments to the Rules of the Institute, as approved by the Executive Council, were placed before the Special Meeting of the General Body, held on 25th October, 1975. Dr. Jagjivan Ram, Chairman of the Executive Council, presided over the meeting.

The General Body approved all the proposed amendments to the rules with immediate effect. It, however, modified the proposal relating to the annual subscription of ordinary members by raising it from Rs. 25 to Rs. 30. Accordingly, the minimum limit for Life Membership subscription has now been fixed at Rs. 300. The rate of annual subscription for Associate Members has been raised from Rs. 12 to Rs. 15 per annum.

The important changes brought about by the amendments are: (1) Chairman of the IIPA Executive Council to be known as the 'Chairman of the Institute'; (2) The Executive Council is to comprise: President; six Vice-Presidents; Chairman of the Institute, Chairmen of three Regional Branches (*ex-officio*) (co-opted by rotation by the Executive Council); sixteen elected members; eight co-opted members (of these at least three to be from IIPA's faculty); Honorary Treasurer (*ex-officio*); Director (*ex-officio*); (3) The Director of IIPA is to be the Member-Secretary of the Executive Council. While associated with the formulation of the Council's policies, the Director shall, as administrative head of the Institute and leader of the academic faculty, be responsible for the implementation of those policies; (4) an Academic Committee to be formed with the following: Director (Chairman); three faculty members in the Executive Council, three other members of IIPA's faculty, three members of the Executive Council; (other than the faculty members); and four outside experts; and (5) a new category of 'Donor Members' who shall pay a donation of not less than Rs. 25,000.

The existing rates of minimum annual subscription for Corporate Membership were revised as follows: (i) Public Sector and Statutory Corporations, Government Companies and business establishments: (a) with subscribed capital of Rs. 50 lakhs and above Rs. 1,000 and (b) with those below Rs. 50 lakhs - Rs. 500; (ii) State Governments/Union Territories - Rs. 500; and (iii) Other research institutions, Government Departments, etc.— Rs. 100.

For the internal organization of the Institute including the

problems connected with the Centre for Urban Studies, a committee was constituted to examine these and allied matters.

A preliminary report was submitted by the committee which was accepted by the Executive Council at its meeting held on the 25th October, 1975. The Committee is working on the final report and it is expected shortly.

A.4. MEMBERSHIP

During the year, 1308 new applicants were admitted to the membership of the Institute (1052 Ordinary Members; 58 Life Members; 63 Corporate Members and 135 Associate Members). Two hundred and twenty six Ordinary Members compounded their subscription for Life membership. Forty-one Ordinary and eighteen Corporate Members resigned their membership. Forty-seven Ordinary Members, who were in arrears of subscription, were re-admitted during the year. Eleven ordinary members and three Life Members of the Institute expired.

The total membership of the Institute as on March 31, 1976, was as follows:

	<i>1974-75</i>	<i>1975-76</i>
Ordinary Members	2,773	3,547*
Corporate	253	298
Life	549	830*
	<hr/> 3,575	<hr/> 4,675

* The number of members on our electoral roll as on March 31, 1976 was 1872. This difference is due to the fact that the remaining members were in arrears on that day.

These do not include Associate Members whose number stood at 43 at the end of March, 1976.

A.5. NINETEENTH ANNUAL CONFERENCE OF THE MEMBERS OF IIPA

The Nineteenth annual conference of the members of IIPA was held on October 25, 1975. The topic of discussion was "Administrative Problems of an Inflationary Economy".

Shri C. Subramaniam, Union Finance Minister, presided over the conference.

Discussion paper on the subject of the conference was jointly contributed by Dr. K.N. Kabra and Dr. K.L. Handa, faculty members of the IIPA. Eight members also contributed papers. The report of the conference is being published separately.

A.6. ESSAY COMPETITION

The following three subjects were prescribed for the Essay Competition for 1975:

1. Women and Public Administration.
2. Autonomy of Corporate Bodies—Theory and Practice.
3. Administration and Management of Research Organizations.

In all 10 entries were received and were evaluated by a Committee of Judges consisting of: (1) Shri P.K. Dave; (2) Smt. Vina Mazumdar; and (3) Dr. Kamla Choudhry.

The Committee of Judges decided unanimously to award the second prize of Rs. 500 to Shri M.R. Kolhatkar, Joint Secretary, Planning Department, Government of Maharashtra, for his essay "Administration and Management of Research Organizations". No essay was adjudged suitable for the first prize.

A.7. REGIONAL AND LOCAL BRANCHES

During the year, Local Branches at Beawar, Calicut, Kota and Mysore were established. At the close of the year, the number of Regional and Local Branches was 14 and 21 respectively. The Pondicherry Regional Branch, which was disbanded in 1973, was revived in June, 1975.

The Chairman of the Institute, Dr. Jagjivan Ram, Union Minister for Agriculture and Irrigation, requested the State Governors and the Chief Ministers to lend their support to the activities of the Institute at its Regional Branches. The response has been favourable.

The Institute also requested the Chairmen/Honorary Secretaries of all the Branches to make suggestions regarding the strengthening of the Branches and to activate their functioning.

A meeting of the Chairmen/Honorary Secretaries of Regional/Local Branches was also held on October 26, 1975, to consider the ways in which the Institute could (i) strengthen and help the Branches already established and set up new Branches in the States/Cities where the State authorities desire; (ii) plan and co-ordinate the Branch activities and obtain active participation of members; and (iii) establish professional chairs through private or other endowments with the help of the Branches. In this connection, it may be recalled that a mention was made in the Annual Report for 1974-75 about the report of a committee which was constituted to consider the question of activating the Regional/Local Branches.

The following suggestions are the highlight of this meeting:

- (i) The activities of the Branches may be coordinated and planned with a view to obtaining the active participation of the members;
- (ii) branches may conduct meetings and seminars on subjects of current interest and have libraries of their own for the benefit of the members;
- (iii) the resources may be augmented by seeking cooperation and assistance of the allied and sister-institutions located in the regions and the State Governments;
- (iv) talks/discussions by eminent persons may be arranged;
- (v) frequent meetings of the office-bearers of the branches may be organized, so as to review the activities and plan the programme of work at centrally located places;
- (vi) annual statement of accounts and the annual reports of the Branches may be sent in time to the headquarters;
- (vii) the Branches may help the headquarters to establish professorial chairs through private or other endowments;
- (viii) the possibility of opening new branches may be explored;
- (ix) a closer relationship between the Regional and Local Branches and between Branches and headquarters would be desirable;
- (x) colloquium and discussions in the theory and practice of public administration could be held in conjunction with Government Ministries/Departments and universities.

The financial assistance amounting to Rs. 60,347.76 was paid to the Regional/Local Branches during the year for carrying out their activities. This amount also included 50 per cent share of subscription of the members of the Branches.

The activities pursued by the Regional and Local Branches during the year under report are given below :

A.7. REGIONAL AND LOCAL BRANCHES

REGIONAL BRANCHES

1. Gujarat

Chairman : Seth Chinubhai Chimanbhai.

Honorary Secretary : Dr. G.D. Patel, I.E.S. (Retd.).

Membership : Ordinary 75; Life 6; Corporate 6.

Dr. I.R. Joshi, M.S., Superintendent, Shardabai Hospital, Saraspur, Ahmedabad, delivered a talk on "Glimpse of Health Services in Ahmedabad City" on September 20, 1975.

Shri Chinubhai Chimanbhai, Chairman of the Regional Branch, presided.

2. Karnataka

President : Shri D. Devaraj Urs, Chief Minister of Karnataka;

Chairman : Shri G.V.K. Rao, Chief Secretary to the Government of Karnataka, Bangalore; *Honorary Secretary*: Shri G. Asvathanarayan, Addl. Secretary to the Government of Karnataka, Bangalore.

Membership : Ordinary 60; Life 11; Corporate 4.

3. Kerala

Chairman : Shri N. Chandrabhanu, Chief Secretary to the Government of Kerala, Trivandrum; *Vice-Chairman*: Shri G. Bhaskaran Nair, Additional Chief Secretary, Government of Kerala, Trivandrum; *Honorary Secretary*: Shri V.U.K. Nambissan, Joint Director (O & M) and Joint Secretary (Public), Government of Kerala, Trivandrum.

Membership: Ordinary 85; Life 11; Corporate 14.

The Regional Branch and the Forum for Administrative Reforms, Kerala, jointly organized a Seminar on 'Citizen

Participation in Public Administration' on January 10-11, 1976. It was inaugurated by Shri C. Achutha Menon, Chief Minister of Kerala.

4. *Madhya Pradesh*

Patron : Shri Satyanarayan Sinha, Governor of Madhya Pradesh, Bhopal. *Chairman*: Shri S.C. Verma, Chief Secretary to the Government of Madhya Pradesh; *Honorary Secretary* : Shri M.K. Chaturvedi, Chairman and Managing Director, M.P. State Industries Corporation Ltd., Bhopal.

Membership: Ordinary 190; Life 26; Corporate 13.

Dr. Jagjivan Ram, Union Minister for Agriculture and Irrigation, and Chairman of the Institute, addressed the members of the Regional Branch on 'Commitment of Bureaucracy' on May 25, 1975. Shri P.C. Sethi, the then Chief Minister of Madhya Pradesh and President of the Regional Branch, presided over the meeting. The Branch also organized a course on 'Project Management Techniques' at Bhopal from May 25 to June 6, 1975. The Course was inaugurated by Dr. Jagjivan Ram. The inaugural function was presided over by Shri P.C. Sethi. Over 150 invitees including Government officials, and others attended. There were 30 participants in the course drawn from various departments of the Government of Madhya Pradesh and Public Sector Undertakings. The valedictory address was given by Shri K. Radhakrishnan, I.C.S. (Retired); Ex-Chairman, Public Service Commission, Madhya Pradesh.

5. *Maharashtra*

Patron : Shri Ali Yavar Jung, Governor of Maharashtra; *President* : Shri S.B. Chavan, Chief Minister of Maharashtra; *Chairman* : Shri D.D. Sathe, Chief Secretary to the Government of Maharashtra; *Honorary Secretary*: Shri V. Subramanian, Special Secretary to the Government of Maharashtra, Planning Department, and Additional Development Commissioner, Bombay.

Membership : Ordinary 381; Life 146; Corporate 61.

An important development which has enhanced the prestige of the Regional Branch and imparted strength to its activities is

the fact that the Governor of Maharashtra, Shri Ali Yavar Jung and the Chief Minister, Shri Shankarrao B. Chavan, have graciously consented to become the Patron and the President respectively of the Regional Branch. Shri Shankarrao B. Chavan has enrolled himself as a member of the Institute. An Extraordinary General Meeting of the Branch was convened on January 23, 1976 and a resolution incorporating the following provisions in the Rules of Business of the Branch was unanimously passed at this meeting:

- (a) The Governor of Maharashtra shall be the Patron of the Regional Branch, subject to his consent;
- (b) The Chief Minister of Maharashtra, if a member of the Institute, shall be the President of the Regional Branch.

During the last five years the total membership of the Branch has been continuously increasing; but the strength of the Executive Committee had remained static and the Annual General Meeting resolved to increase the strength of the elected members of the Executive Committee by two. The Committee now consists of the Chairman, the Honorary Secretary, the Treasurer and six members elected by the General Body and three other members co-opted by the elected members of the Committee.

During the year under report, the Regional Branch arranged the following talks at the Sachivalaya, Bombay:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>	<i>Chairman</i>
20.6.75	Shri K.T. Chandy, Chairman, National Productivity Council.	Promoting Productivity in Public Administration.	Shri S.B. Bapat, Management Adviser, Government of Maharashtra.
27.6.75	Shri N.G.K. Murti, Former Chairman, Board of Management, Bhakra Nangal Project.	River Valley Development.	Shri K.V. Seshadri, Metropolitan Commissioner, Bombay.
2.8.75	-do-	Administrative Aspects of River Valley Development.	Shri N.S. Pardasani, formerly Secretary to the Government of Maharashtra.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>	<i>Chairman</i>
4.9.75	Shri L.K. Jha, Governor of Jammu and Kashmir.	The Use and Misuse of Controls.	Shri D. D. Sathe, Chief Secretary to the Government of Maha- rashtra.
10.10.75	Dr. Rashmi Mayur, Director, Urban Systems Centre, National Institute for Training in Industrial Engg.	Bombay in the Year 2000 A.D.	Dr. J.F. Bulsara, Veteran Urban Socio- logist.
31.10.75	-do-	-do-	Shri K.V. Seshadri, Metropolitan Com- missioner, Bombay.
1.11.75	Prof. Gilbert Etienne, Graduate Institute of International Studies and Institute of Development Studies, Geneva.	Administration & Rural Development.	Shri S.B. Bapat, Management Adviser, Government of Maharashtra.
24.11.75	Shri R.N. Haldipur, Director, Indian Institute of Public Administration.	Motivation and Morale in Public Administration.	Shri N.S. Pardasani, formerly Secretary to the Government of Maharashtra.
4.12.75	Mr. Lawrence T. Knauff, Sr. Partner, Omnisystems Inc., U.S.A.	Transactional Analy- sis for Improving Communication.	Shri N.H. Atthreya, Governing Director, Modern Management Counsel.
23.1.76	Dr. John D. Adams, Consultant, Teacher and Author from USA.	How to Live with Future Shock.	Shri B.B. Paymaster, formerly Chief Secre- tary to the Govern- ment of Maharashtra.
17.2.76	Dr. Ray Vander Weele, Associate Professor of Account- ing & Finance, Uni- versity of Wisconsin Extension, U.S.A.	Growing Use of Management by Objectives in Govern- ment.	Dr. F.P. Antia, Industrial and Eco- nomic Consultant.
19.2.76	Shri S.U. Khan, Economist, Tata Economic Consul- tancy Services.	Numerology as an Aid to Administra- tion.	Shri H. Nanjundiah, Additional Chief Secretary to the Government of Maha- rashtra.

All these talks attracted large audiences and were followed by stimulating question-answer sessions.

A two-day seminar on 'Records Management in Public Administration' was organized at the Schivalaya, Bombay, on October 15-16, 1975. Thirty officers from various departments of the State Government and from Public Sector Undertakings participated in this seminar.

In the context of the 20-Point Economic Programme enunciated by the Prime Minister, the Regional Branch organized, in collaboration with the National Productivity Council, a two-day State conference on 'Increasing Production and Productivity in Maharashtra's Industrial Sector' on March 21-22, 1976.

The conference was inaugurated by Shri T.A. Pai, Union Minister of Industry and Civil Supplies. Shri N.M. Tidke, Maharashtra's Minister for Industries, presided over the inaugural session.

A number of delegates from Government, industry, trade unions, professional institutes, national and local productivity Councils and HIPA participated in this conference. Shri K.T. Chandy, Chairman of the National Productivity Council, delivered the keynote address and detailed discussions were held at the Conference in three groups as mentioned below :

<i>Theme of discussion</i>	<i>Group Chairman</i>
Capacity Utilization of Industries.	Shri K.T. Chandy, Chairman, National Productivity Council.
Promoting Productivity in Public Utilities.	Shri R.G. Saraiya, Formerly Chairman, Maharashtra State Road Transport Corporation.
Contribution of Employers and Labour to Productivity.	Shri S.W. Dhabe, M.P., General Secretary, Maharashtra INTUC.

The Branch proposes to bring out soon a publication giving a gist of the deliberations of the conference and its main recommendations.

The book entitled 'Shivaji and Swarajya' has since been published by M/s. Orient Longman on behalf of the Regional Branch in September, 1975. It is moderately priced at Rs. 8 per copy.

On the request of Tata Economic Consultancy Services a chapter on Public Administration of Maharashtra in the year 2000 A.D. was prepared by some members of the Branch under the leadership of the Honorary Secretary and presented to a multi-disciplinary group of intellectuals at a seminar organized by the TECS on October 30, 1975. The seminar endorsed the ideas expounded in the chapter.

On September 22, 1975, the Regional Branch organized a programme of two coloured films. One of these depicted how the city of London went about its task of providing a balanced environment to its population and the other featured a discussion among experts on the problems of road transportation in Great Britain. Dr. Rafiq Zakaria, Maharashtra's Minister for Urban Development and New Townships, was the chief guest and the function was attended by several senior officers of the State Government and other members of the IIPA.

On December 18, 1975, a coloured film on Management by Objectives was shown under the auspices of the Regional Branch.

During the year under report, 282 new books were added to the library of the Branch. It has now over 3,600 select books on public administration, politics, economics, law, management, history, biographies, etc. The library also subscribes to a number of Indian and foreign periodicals bearing on these subjects.

6. *Pondicherry*

Honorary Secretary : Shri B. Douressamy, Deputy Secretary, G.A.D., Government of Pondicherry.

Membership : Ordinary 120; Life 2; Corporate 1.

The Regional Branch organized the following talks :

1. Shri N.S. Ramaswamy, Director, The Role of Management 27.12.75
Indian Institute of Management, in the Economic Develop-
Bangalore. ment.
2. Dr. A.T. Markose, Dean, Facul- The Law and Administra- 12.3.76
ty of Law, Cochin University. tion.

7. *Punjab, Haryana and Chandigarh*

Chairman : Prof. B.S. Khanna, Head of the Department of

Public Administration, University of Panjab, Chandigarh; *Vice-Chairman* : Shri I.C. Puri, I.A.S.; *Honorary Secretary* : Shri B.S. Ojha, Commissioner-cum-Secretary, Education, Transport, Local Government Housing and Social Welfare, Chandigarh.

Membership : Ordinary 66; Life 36; Corporate 18.

During the year under report, the Regional Branch arranged the following talks :

1. Prof. Asok Mitra, Centre for Population Growth and Regional Studies, Jawaharlal Nehru University, New Delhi. 20.10.75
2. Shri N.N. Vohra, Secretary to Government of Punjab, Housing and Urban Development. Integrated Urban Development in Punjab - A Case Study of Ludhiana. 27.11.75
3. Prof. J.P. Naik, Member-Secretary, Indian Council of Social Science Research, New Delhi. Alternatives in Development Education - Quality, Quantity and Quality - The Flusive Triangle in Indian Education. 6.2.76
4. Shri I.C. Puri, Policy Formulation in Government.

8. Rajasthan

Patron : Shri Joginder Singh, Governor of Rajasthan; *President* : Shri Harideo Joshi, Chief Minister of Rajasthan, Jaipur; *Chairman* : Shri Mohan Mukerji, Chief Secretary to the Government of Rajasthan; *Honorary Secretary* : Shri Hari Mohan Muthur, Director, H.C. Mathur Institute of Public Administration, Jaipur.

Membership : Ordinary 137; Life 21; Corporate 6.

An essay competition was organized by the Branch on 'Economy in Administration'.

The Branch organized the following lectures during the year under report:

1. "Management Services in Developing Countries" by Mr. N.J. Floate, Management Service Consultant from the

Royal Institute of Public Administration, London, on September 23; Shri T.A. Ramanan, Director, H.C.M. State Institute of Public Administration, Jaipur, presided;

2. "Moulding Civil Servants Through Training" by Mr. William Wood, U.N. Expert on Planning and Design of Training on September 30; Shri Mohan Mukerji, Chief Secretary, presided; and
3. "Employer-Employee Relationship in the Public Sector" by Air Marshal P.C. Lal, Chairman and Managing Director, Indian Airlines; Shri Mohan Mukerji presided.

The Branch organized a lecture-meeting of its members on January 24 to listen to Prof. Abraham Kaplan, an eminent philosopher and social scientist from University of Haifa, Israel. Prof. Kaplan spoke on 'Human Dimensions of Management'.

The Branch has also brought out a publication entitled 'Administration of Law and Order' edited by N.K. Sethi and J.C. Kukkar.

9. *Tamil Nadu*

Chairman : Shri C.A. Ramakrishnan, I.C.S. (Ret.); *Honorary Secretary* : Shri C.G. Rangabashyam, Special Secretary to Government, Education Department, Madras.

Membership : Ordinary 345; Life 25; Corporate 15.

During the year under report, the following programmes were organized:

1. On June 12, 1975, a film Show on "Animal Farm" by British High Commission.
2. On June 25, 1975, a film Show on "Junket 89, The Hardest Way up and Topping the Colour 1974" by British High Commission.
3. On July 25, 1975, a talk on "The Administration of Wild Life Parks" by Mr. P.R. Mohamed Basheer, Wild Life Warden, Tamil Nadu.
4. On November 8, 1975, a seminar on "Transportation Management" in collaboration with the Institution of Engineers (India) Tamil Nadu Centre.

5. On November 21, 1975, a talk on "Management Problems in the Primary Industry" by Dr. Malcolm S. Adiseshiah, Vice-Chancellor, University of Madras.
6. On December 2, 1975, a talk by Mr. Frank Hodges, Consultant in Water Affairs, United Kingdom on "Water Management" -- Joint Meeting with the Institute of Engineers (India) Tamil Nadu Centre.
7. On March 23, 1976, a talk by Mr. M.K. Raju, Chairman, Hindustan Photo Films on "Public Administration -- A Catalyst for National Development".

10. *West Bengal*

Chairman : Shri B.R. Gupta, Chief Secretary to the Government of West Bengal; *Vice-Chairmen* : (i) Shri M.G. Kutty, Special Secretary, Finance Department, Government of West Bengal; (ii) Dr. R.C. Ghosh, Retired Professor of Public Administration, Calcutta University; *Honorary Secretary* : Shri A.C. Banerjee, O & M Officer and Deputy Secretary, Government of West Bengal, Calcutta.

Membership : Ordinary 71; Life 22; Corporate 10.

The Branch alongwith the State's Directorate of Land Records and Surveys, and Ramakrishna Mission Institute of Culture, organized a seminar on 'Land Reforms' on November 29, 1975, at Ramakrishna Mission Institute of Culture, Calcutta.

Gen. J.N. Chaudhuri, addressed the members of the Branch on different aspects of 'Discipline in Various Countries' on January 17, 1976. Shri B.R. Gupta, Chief Secretary, presided over the meeting.

In addition to the above, there are 4 regional branches in the following States/Union Territories: (1) Andhra Pradesh, (2) Goa, (3) Orissa, and (4) Uttar Pradesh.

LOCAL BRANCHES

1. *Ajmer*

President : Shri Hari Dutt Gupta, Member, Rajasthan Public Service Commission; *Vice-President*: Shri A.L. Roongta, Member,

Board of Revenue for Rajasthan, Ajmer; *Honorary Secretary*; Shri Rameshwar Singh Chowdhry, Administrator, Municipal Council, Ajmer; *Joint-Secretary* : Shri J.P. Gupta, Correspondent, All India Radio, Ajmer.

Membership : Ordinary 17; Life 2; Corporate 4.

The Branch organized a symposium on 'New Role of Administration in the Emergency' on October 5, 1975.

Shri B.P. Maurya, Minister of State for Industrial Development in the Union Government, addressed the members on 'Necessity of Constitutional Changes' on March 13, 1976. It was followed by a lively discussion.

2. *Beawar*

Chairman : Shri S.S. Kothari, Executive Engineer, Rajasthan State Electricity Board; *Honorary Secretary* : Dr. S.L. Verma, Lecturer, S.D. Government College, Beawar.

Membership : Ordinary 10; Life 1;

The Branch organized a talk by Dr. O.P. Mathur on 'Changing Pattern of Banking in India with Special Reference to the State Bank of India'.

3. *Belgaum*

Chairman : Shri P.R. Dubhashi, Divisional Commissioner, Belgaum; *Honorary Secretary* : Shri S.A. Patil, Municipal Commissioner, Belgaum City Municipal Council.

Membership : Ordinary 86; Life 4; Corporate 1.

The Branch organized the following lectures:

1. 'Public and Public Administration' by Shri S. Ramathan, Vice-Chairman of the Karnataka State Road Transport Corporation (on September 10); Shri P.R. Dubhashi, Chairman of the Branch presided;
2. 'Nationalised Banks and the Public' by Shri K.S. Adiga, Chairman of the Karnataka Bank (on September 20); Shri P.R. Dubhashi, presided; and
3. Shri G.V.K. Rao, Chief Secretary to the Government of Karnataka, addressed the members of the Branch on September 28. Shri P.R. Dubhashi explained the activities of the Branch.

4. Kolhapur

Chairman : Dr. P.G. Patil, Vice-Chancellor, Shivaji University; *Honorary Secretary* : Shri N.D. Sakhrkar, Head of the Department of Politics, Shivaji University, Kolhapur.

Membership : Ordinary 16; Life 3; Corporate 1.

Shri A.A. Patil, Principal, Devchand College, Arjunnagar, Nipani, delivered a talk on 'Pattern of Administration Under the New University Acts of Maharashtra'. Dr. B.R. Bhonsle, Professor and Head of the Mathematics Department, Shivaji University, Kolhapur, presided.

The research project titled 'The Working of Panchayati Raj Institutions with Special Reference to Official-Non-Official Relations at the District Level — A Case Study of Kolhapur Zilla Parishad, Maharashtra' taken up by the Department of Politics, Shivaji University, Kolhapur, has been completed.

5. Kota

Chairman : Shri I.S. Kavadia, Collector, Kota; *Honorary Secretary*: Shri R.S. Singhi, Additional Collector, Saharia Project, Kota.

Membership : Ordinary 12.

Shri R.N. Mirdha, Minister of State in the Union Ministry of Supply and Rehabilitation, addressed the members on 'Administration in Government' on December 21, 1975.

Shri I.S. Kavadia, Chairman of the Branch, read to the members his paper on 'Development Through Waste Avoidances' on February 16, 1976.

6. Patna

Honorary Secretary : Shri R. Srinivasan, Commissioner, Commercial Taxes Department, Patna.

Membership : Ordinary 73; Life 11; Corporate 10.

The Branch organised talks on 'Effective Management of Public Enterprises' by Prof. Reven and on 'Improving Agricultural Productivity' by Shri M.S. Swaminathan, Director-General, Indian Council of Agricultural Research, New Delhi.

7. Pune

Chairman : Prof. D.A. Dabholkar, Vice-Chancellor, University of Pune, Pune; *Vice-Chairmen*: Shri J.D. Kanga, Commissioner for Cooperation, Government of Maharashtra, Pune, Dr. N.R. Inamdar, Lok Tilak Professor of Politics and Public Administration, Pune University; *Honorary Secretary* : Dr. V.K. Kishore, Lecturer, Department of Politics and Public Administration, University of Pune, Pune.

Membership : Ordinary 27; Life 21; Corporate 5.

Two lecture meetings were organized by the Branch. Dr. S.K. Agrawala spoke on 'Legal Aid for the Poor' at the Mahratta Chamber of Commerce and Industries on March 3, 1976. Shri S.P. Mohoni, Divisional Commissioner, Poona, presided. Dr. V.A. Pai Panandiker spoke on the 'New Financial Reforms (Separation of Audit from Accounts, etc.)' on March 12, 1976. Shri P. Subramaniam, District Collector of Poona, presided.

8. Ranchi

President : Shri R.S. Mandal, Retired Vice-Chancellor, Ranchi University. *Honorary Secretary* : Prof. L.P. Vidyarthi, Head of the Department of Anthropology, Ranchi University, Ranchi.

Membership : Ordinary 6; Life 3; Corporate 10.

The Branch organized a meeting of its members wherein officials and scholars from different institutes and organizations engaged in tribal development were present. In the meeting. Dr. B.D. Sharma, Joint Secretary in the Union Ministry of Home Affairs, spoke to the members on 'Strategy for the Development of Minor and Most Backward Tribes'. Dr. Sharma's talk was followed by an elucidation of the four most backward communities like Birhor, Asur, Paharia and Hill Kharia by Dr. L.P. Vidyarthi, Shri T.R. Sharma, Shri S.P. Sinha and Dr. S.P. Gupta, respectively.

Prof. L.P. Vidyarthi, Head of the Department of Anthropology, Ranchi University, Secretary of the Branch, presided over the meeting.

The Branch organized its extraordinary meeting on November 26, 1975. The Chief speaker at the meeting was Dr. S.V. Sohoni, Lokayukt of Bihar, who spoke on 'Administering the

Weaker Sections of our Society'. Shri N. Baxi, I.C.S. (Retd.), presided over the meeting.

A symposium on 'Needed Administrative Structure for Industrial Development of Chotanagpur' was organized by the Branch on January 9, 1976. The Chief guest was Shri Ramashray Prasad Singh, Bihar's Minister of Industries.

9. Sangli

Chairman : Shri K.C. Shrivastav, Collector, Sangli; *Vice-Chairman* : Shri V.H. Kelkar, Retired Chief Engineer and Jt. Secretary to the Government of Maharashtra, Sangli; *Honorary Secretary* : Prof. H.V. Joshi, Care, Kanya Mahavidyalaya, Sangli.

Membership : Ordinary 29; Life 1; Corporate 1.

The Branch arranged Seminars on 'Rural Industrialization' and '20-Point Programme'.

The Members' Extension Programme was also undertaken by the Branch.

10. Sholapur

Chairman : Shri P.S.A. Sundaram; *Honorary Secretary* : Prof. G.N. Alavandi, D.A.V. College, Sholapur.

Membership : Ordinary 10; Life 2; Corporate 1.

The Branch organized regular monthly meetings of the members and arranged lectures by eminent persons. Shri P.G. Patil, Vice-Chancellor, Shivaji University, Kolhapur, visited the Branch.

The research project on 'Sholapur Municipal Council', undertaken by the Branch, is nearing completion.

11. Vallabh Vidyanagar

Chairman : Shri H.M. Patel, M.P., Vallabh Vidyanagar; *Honorary Secretary* : Dr. Mahesh Pathak, Reader in Economics, Sardar Patel University, Vallabh Vidyanagar.

Membership : Ordinary 9; Life 5; Corporate 1.

The following lectures were arranged by the Branch :

1. Dr. Anil Bhat, Reader in Politics, M.S. University of Baroda, gave a talk on 'Teachers Evaluation by Students' on September 18, 1975.

2. D. Feldheim, Nutrition Research Institute, Geissen, West Germany, gave a talk on 'Unconventional Foods' on October 14, 1975.
3. Shri Kundan Lal Dholakia, Speaker, Gujarat Legislative Assembly gave a talk on the 'Development Problems of Gujarat' on October 18, 1975.
4. Dr. A.P. Rana, Prof. and Head of the Department of Political Science, M.S. University of Baroda, gave a talk on 'International Politics : Problems and Prospects' on December 22, 1975.

The Branch has taken up a study on the 'Role of Private Initiative in the Development of Education and Industry: A Case Study of Vallabh Vidyanagar'.

In addition to the above Local Branches, there are 10 local branches at the following places : (1) Baroda, (2) Calicut, (3) Dharwar, (4) Jammu & Srinagar, (5) Mysore, (6) Nagpur, (7) Shillong, (8) Sirohi, (9) Udaipur, and (10) Ujjain.

A.8. CONDOLENCES

The Institute mourns the death of the following members:

S/Shri B.A. Bambawale, M.W. Desai, D.P. Dhar,* G.B. Karnik, B.R. Khera, Chotalal Lallubhai Gheevala, P. Achuta Menon,* V.K.N. Menon,* N.M. Mohite, Y.P. Powar, Manash Roy, S.R. Saha, C.R. Srinivasan and R. Srinivasan.

B. ACADEMIC ACTIVITIES

B.1. TRAINING

EXECUTIVE DEVELOPMENT PROGRAMME

The Institute organized twentythree training programmes sponsored by the Department of Personnel & Administrative Reforms, Cabinet Secretariat, Government of India, as part of the

* These were also reported at the Annual General Body Meeting held on October 26, 1975.

Executive Development Programme. These were meant for officers of Central Ministries, State Governments/Union Territories and Public Undertakings.

The Objectives of the Courses and their Special Features were :

1. *Operations Research and Decision-making* (second course)

April 28—May 9, 1975

Course Director : Prof. Kanti Swarup

Participants : 41

The broad objectives of the course were :

- (i) to acquaint the participants with the fundamental principles of operations research;
- (ii) to demonstrate the applicability of O.R. techniques to a variety of real life problems in complex situations such as policy planning, production planning and control, finance and project management;
- (iii) to familiarize the participants with the method of solution by the above techniques with the use of computers, and
- (iv) provide a common forum for exchange of views from the experiences of participants and discussion of problems from their organizations.

2. *Administrative Leadership & Behaviour* (eleventh, twelfth and thirteenth course)

Eleventh Course : May 19—31, 1975

Course Director : Dr. R.B. Puri

Participants : 20

Twelfth Course : July 21—August 2, 1975

Course Director : Dr. Jaideep Singh

Participants : 21

Thirteenth Course : February 16-28, 1976

Course Director : Prof. S.R. Maheshwari

Participants : 35

The broad objectives of the course were :

- (i) to enable the administrators to help formulate policies and implement them with a better understanding of the various factors and forces which affect the behaviour of individuals and groups of civil servants: (a) in their official work, (b) in their relations with one another, (c) in their relations with the citizens and the elected representatives, and (d) in influencing and responding to environmental change;
- (ii) to help the administrators to provide leadership within the administrative organizations and help foster purposeful leadership in the community, and
- (iii) to familiarize the participants with the findings of social science research having a bearing on the behaviour of individuals and groups in administration and on the interaction between administrative behaviour, organizational structure and process and environment.

3. *Introduction to Computers (eighth course)*

	June 3-13, 1975
Course Director	: Shri G.K. Amar
Course Associate	: Shri N.C. Ganguly
Participants	: 29

The primary emphasis in this course was on :

- (i) the elements of a computer system to gain an understanding of computer hardware and software;
- (ii) analysis of the areas of administrative work for which a computer may be suitable, and
- (iii) systems and programming concepts for using computers in administrative situations.

The course was introductory and attempted to provide a basic understanding of computers as a tool of management and their use in dealing with administrative problems. The

course content also included some typical applications of computers in government.

4. *Records Management (seventh course)*

(June 16-21, 1975)

Course Director	: Lt.-Col. Brij Mohan, Additional Director, Institute of Secretariat Training and Management, New Delhi.
Training Associate	: Shri M.K. Agarwal, Deputy Director, Institute of Secretariat Training and Management, New Delhi.
Participants	: 29

The broad objectives of the course were :

- (i) to enable the participants to critically examine the various aspects of the problems of records management;
- (ii) to familiarize them with some of the important techniques of improving the system of creation and maintenance of records; and
- (iii) to demonstrate the use of some modern devices for maintaining records.

5. *Tribal Development Administration (first and second course)*

First Course	: July 7-19, 1975
Participants	: 23
Inauguration	: Shri Arvind Netam Deputy Minister, Ministry of Education and Social Welfare, Government of India.
Concluding Address	: Shri Om Mehta, Minister of State in the Ministry of Home Affairs, Government of India.

Second Course	: February 24—March 6, 1976
Participants	: 19
Inauguration	: Shri Om Mehta, Minister of State in the Ministry of Home Affairs, Government of India.
Concluding Address	: Prof. Yogendra Singh, Dean of Social Sciences, Jawaharlal Nehru University
Course Director	: Prof. A.P. Barnabas
Training Associate	: Shri Raj Kumar Nandy

The objectives of the course were :

- (i) to provide an understanding of tribal life and culture;
- (ii) to review the economic aspects of tribal life;
- (iii) to analyse the factors affecting tribal life;
- (iv) to assess the impact of policies, plans, and programmes for tribal development;
- (v) to evaluate the administrative set-up for tribal areas; and
- (vi) to examine the role of administration in implementing development programmes in tribal areas.

Shri Shah Nawaz Khan, Minister in the Ministry of Agriculture & Irrigation, Government of India, also addressed the participants.

6. *Introduction to Operations Research (fourth and fifth course)*

Fourth Course	: July 23—August 2, 1975
Participants	: 23
Fifth Course	: November 19—December 2, 1975
Participants	: 16
Course Director	: Shri R.K. Sachdeva
Course Associate	: Shri N.C. Ganguli

The course content broadly included the following :

- (i) O.R. as an aid to decision-making
- (ii) Mathematical preliminaries
- (iii) Forecasting
- (iv) Linear programming
- (v) Decisions under risk and uncertainty
- (vi) Inventory control
- (vii) Network techniques (PERT/CPM)
- (viii) Role of computers; and
- (ix) Management information system.

7. *Training Methods and Techniques (Workshop)*

August 25 —29, 1975

Course Director	: Prof. V. Jagannadham
Adviser and Associate	: Mr. William Wood, O.B.E.,
Course Director	United Nations Expert
Sponsors	: United Nations Development Programme, Department of Personnel and Administrative Reforms, IIPA.
Participants	: 27
Inauguration	: Shri R.K. Trivedi, Secretary, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India.

The workshop was designed to afford an opportunity to review, on the basis of practical experience, a variety of training methods and techniques employed in public administration courses, with special emphasis on the preparation and use of case studies and other training exercises as supplements or alternatives to the lecture method.

The workshop covered the following areas :

- (i) purpose and types of training and the role of the trainer;
- (ii) what the trainees need to know to do his job; methods of formal training;

- (iii) training techniques;
- (iv) the lecture method analysed;
- (v) case studies and other exercises, their use and preparation;
- (vi) matching the training to the job; and training the trainer.

The workshop was planned to cater to the needs of course directors and other training staff actively involved in the middle and higher level training.

8. *Personnel Policies and Practices (Second Course)*

August 25–September 6, 1975

Course Director	: Prof. S.R. Maheshwari
Participants	: 20

The aims and objectives of the course were :

- (i) to present an integrated perspective of the existing personnel policies and practices in the field of public administration in India;
- (ii) to develop a critical appreciation of the underlying policies and purposes in personnel administration for greater organizational effectiveness; and
- (iii) to promote an understanding of modern concepts and techniques in personnel administration and the relevant findings of social sciences to motivate public personnel, to identify personnel problems and to formulate appropriate solutions in the light of organizational needs, environmental pressures and national commitments.

9. *Case Studies and other Training Exercises (Workshop)*

September 8–10, 1975

Course Director	: Mr. William Wood, O.B.E., United Nations Expert.
Associate Course Director	: Prof. S.P. Verma
Sponsors	: United Nations Development Programme, Department of Personnel and Administrative Reforms, IIPA.

Participants	: 22
Valedictory Address	: Shri Govind Narain, former Defence and Home Secretary, Government of India.

The workshop was designed to afford an opportunity to review, on the basis of practical experience, the preparation and use of case studies and other training exercises as supplements or alternatives to the lecture method in public administration training course.

The workshop covered the following ground:

- (i) purpose and types of training and the role of the trainer;
- (ii) what the trainee needed to know to do his job methods and techniques of formal training;
- (iii) case studies and other exercises, their use and preparation; and
- (vi) analysis of case studies now in use.

The workshop was planned to cater to the needs of course directors and other training staff actively involved in middle and higher level training.

10. *Project Formulation and Appraisal (Second Course)*

	September 29–October 10, 1975
Course Directors	: Dr. K.N. Kabra and Dr. B.N. Gupta
Participants	: 25
Inauguration	: Dr. Ajit Mozoomdar, Secretary, Ministry of Finance, Government of India.

The purpose of the course was to present a broad picture of the important conceptual and practical issues and problems in project formulation and appraisal as well as to introduce the participants to the intricacies and nuances of some of the sophisticated tools and techniques of project evaluation relevant to the Indian environment and resource potential. Illustrative case

material was also provided to supplement lecture-discussions specially in the decision-making processes associated with project formulation and appraisal.

11. *Budgeting and Financial Control (Tenth Course)*

	October 16-31, 1975
Course Director	: Prof. M.J.K. Thavaraj
Joint Course Director	: Dr. K.L. Handa
Participants	: 35
Inauguration	: Dr. Ajit Mozoomdar, Secretary, Ministry of Finance, Government of India.

The course consisted of lecture discussions, sometimes based on actual cases. Apart from an evaluation of the existing practices in the field of policy formulation and execution, lecture discussions tried to locate problem areas and suggest possible solutions. Modern techniques of PPBS and performance budgeting along with the relevant tools of analysis were woven into the broader canvas of financial management. The assumption was that an introduction of a new technique against the background on current practices is likely to induce the participants to evaluate critically the problems of public administration and with the wide experience they possessed develop new approaches and strategies to meet managerial problems.

12. *Development Administration (Twelfth Course)*

	October 16-28, 1975
Course Director	: Prof. A.P. Barnabas
Training Associate	: Shri Raj Kumar Nandy
Participants	: 22
Inauguration	: Prof. Sugata Dasgupta, Director, Institute of Gandhian Studies, Varanasi.
Valedictory Address	: Mr. H. Kaufman, Deputy Resident Representative in India for the United Nations Development Programme.

The course attempted to put together, in a package form, a number of interrelated topics of the subject for discussion. The purpose was not so much to provide tabloid answers as to sensitize the participants and acquaint them with some of the concepts and theories relevant to development administration. The course dealt with different facets of development including political, social, economic, spatial and institutional aspects. It also covered various aspects of organizational development and policy formulation, programme evaluation and project appraisal in relation to development. The problem of sectoral development was also included to focus attention on the specific problem, of agricultural and Industrial development. Wherever possible crucial Indian experiences in development administration were brought home to the participants to relate theory to practice.

13. *Materials Planning (First Course)*

November 6-11, 1975

Course Director	: Prof. Kanti Swarup
Participants	: 28

The course was aimed at explaining some underlying tools and techniques which might be applied with advantage to materials planning, in addition to a discussion of the problems faced at the various levels, in the implementation of a project or a programme. Through selected case examples the validity of some of the techniques was established and the participants had opportunities to discuss and test the basic concepts in terms of their individual situations. An attempt was made to evaluate the impact of material imbalances currently existing in many areas, leading to the immobilization of scarce capital resources, reduced benefits and the resultant detriment to various sectors of the economy.

14. *District Planning (First Course)*

December 8-18, 1975

Course Director	: Dr. K.N. Kabra
Participants	: 27

The course was aimed at creating the necessary skills for regional planning among the administrators at the State and

district levels. Non-availability of suitably skilled regional planners in adequate numbers presently constitute one of the major constraints for the successful implementation of the multi-level planning framework which has been adopted since the Fourth Five Year Plan. The contents of the course included :

- (i) techniques of economic, spatial and demographic analysis;
- (ii) techniques of planning, programming and project evaluation;
- (iii) introduction to network techniques and performance budgeting;
- (iv) socio-technical system and organization theory; and
- (v) workshop on planning for selected sectors of the district system.

15. *Personnel Administration (Tenth Course)*

	December 22, 1975 to January 3, 1976
Course Directors	: Prof. S.P. Verma Dr. R.B. Puri
Participants	: 30

The broad objectives of the course were as follows:

- (i) to develop a better appreciation of the significance of good personnel management for organizational effectiveness;
- (ii) to give the participants an integrated perspective of the existing policies and methods of personnel administration in the government;
- (iii) to promote a better understanding of the underlying purpose of various personnel policies and functions and the different approaches available for their effective management;
- (iv) to help enhance the capability and motivate the individual public employees as well as groups of public employees, working in large organizations in the

governmental sector, to higher levels of performance and integrity; and

- (v) to acquaint the participants with modern concepts and techniques in personnel administration and the findings of social sciences having a bearing on them; and to help develop the ability to identify personnel problems; analyse their causes and formulate solutions in the light of the environmental demands, the organizational goals and the internal stresses and pressures.

16. *Computer Applications in Law and Order Administration*
(Second Course)

	January 28–February 7, 1976
Course Directors	: Prof. Virendra Gupta : Shri S.K. Sharma, Deputy Director (Senior), Lal Bahadur Shastri National Academy of Administration.
Participants	: 31
Inauguration	: Shri K.F. Rustamji, Special Secretary, Ministry of Home Affairs, Government of India.

The course was specially designed keeping in view the future work requirements of the law enforcement agencies.

The course broadly covered:

Computer basics

Computer hardware and software, punched card and equipment, systems analysis and systems design.

Applications in

the crime information system (crime, criminal, modus operandi and fingerprint records); traffic; simulation, control room operations forecasting for long-range planning, personnel records, inventory management, network analysis and payroll.

General

Management information system, human problems in computerization, importance of communication, network in police computerization.

17. Diagnosing Human Behaviour in Administration (second course)

February 5-7, 1976

Course Director : Prof. Ishwar Dayal

Participants : 24

The purpose of this programme designed for officers of the level of Joint Secretaries in the Government of India and of equivalent position in the States was to examine:

- (i) how research findings in behavioural sciences and analytical tools based on these findings, can help administrators in diagnosing and predicting human responses to administrative actions; and
- (ii) how this data is relevant to decision-making.

The programme provided: (a) understanding of some relevant research findings of behavioural sciences in administration and the impact of these findings on the administrative-leadership; (b) discussion of available models of: (i) organizational analysis; (ii) individual, group and intergroups conflict; (iii) administrative change; (c) awareness of the implications for public administration of a society in transition, such as the Indian social order; what was the role of social institutions in the transformation of administration; and (d) understanding of administrative leadership.

18. Policy Formulation and Implementation (First Course)

March 8-19, 1976

Course Director : Prof. J.K. Ray

Associate Director : Dr. Vaid Prakash

Participants : 22

Concluding Address : Prof. B. Nag Chaudhary,
Vice-Chancellor, Jawaharlal
Nehru University.

The objectives of the course were:

- (i) to familiarize the participants with researches on public policy;
- (ii) to enable the participants to gain a better appreciation of the complex of forces giving rise to policy alternatives;
- (iii) to acquaint the administrators with some tools for the development and evaluation of policy alternatives; and
- (iv) to encourage administrators to suggest improvements in the contents and workability of policies by using their experiences of and lessons from the implementation of policies.

19. *Computer Systems Analysis and Design (First Course)*

	March 15-31, 1976
Course Director	: Prof. Virendra Gupta
Participants	: 26

The course aimed at developing the skills in Computer Systems Analysis and Design and was highly workshop-oriented. The participants were divided into small groups and worked on a few independent systems. After systems analysis, the participants worked out the complete specifications of input and output as also the system design.

B.1.2 ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

The Institute organized an Advanced Professional Programme in Public Administration from September 1, 1975 to May 31, 1976.

The objectives of the advanced programme were to develop in the participants:

- (i) an understanding of different segments of the totality of the government system and interactions of the different segments;
- (ii) analytical skills for conceptualization and decision-making in administrative situations;

- (iii) inter-personal skills and sensitivity to people and to the administrative environment; and
- (iv) understanding of the tools and techniques that are useful for the administrator in his role as an agent of change.

The course consisted of four streams. The first stream attempted to weave together the various elements of Indian society which have relevance to current administrative situations. It highlighted specific aspects of the legal, constitutional, political, economic, social, cultural and technical features of the Indian environment which have a bearing on developmental efforts.

The second stream focussed attention on various theories of organizational development and management, systems approach to organization, organizational structure and relationships and organizational behaviour oriented to the efficient performance of administrative tasks. New concepts and techniques of financial and personnel administration were given due emphasis. Theoretical and conceptual approaches were adequately balanced by analytical and practical understanding of administrative situations.

The third stream consisted of two parts. The first dealt with public policy, *viz.*, modern concepts of policy science and decision-making, aspects of public policy-making as well as selected issues in public policies. The second part devoted its attention to the familiarization of the participants to certain elements of modern management techniques such as Systems Analysis, PPBS, Operations Research, Performance Budgeting, Project Formulation and Evaluation, Network Analysis, Computer Applications, Management Information Systems, Elements of Statistics and Research Methodology.

Lecture-cum-discussions was the major method of teaching. Case studies were also used wherever possible. Seminars and syndicated discussions were given importance. Films and visual aids were also used to the extent feasible. The important element of the programme was a special project which each participant had to prepare and was in the nature of field studies affording opportunities for testing concepts and techniques acquired in the programme.

Thirteen participants participated in the programme.

The duration of the programme was for a period of nine months beginning from September 1, 1975. The course will conclude on May 31, 1976.

The programme was inaugurated by Shri Jagjivan Ram, Union Minister of Agriculture and Irrigation, Government of India.

The course is being directed by Prof. M.J.K. Thavaraj assisted by Dr. R.K. Tewari and Dr. K.S. Nayar, Training Associates.

B.1.3. MANAGEMENT DEVELOPMENT PROGRAMME/ OTHER COURSES

The Institute also organized sixteen Management Development Programme Courses :

Objective of the courses and their special features were:

1. *Performance Budgeting (Fourteenth Course)*

April 28 – May 9, 1975

Course Director	: Prof. M.J.K. Thavaraj
Training Associate	: Shrimati Lakshmiswaramma
Participants	: 23

The basic objectives of the course was to familiarize the participants with the conceptual framework of performance budgeting with all its ramifications comprising the classification of expenditure, design of yardsticks and measurement tools, techniques of project evaluation, such as D.C.F., network analysis, reporting/review, etc. The participants were also afforded an opportunity to work on practical exercises in converting budgets from conventional to performance types. It was hoped that with the improved understanding of the concept, the participants might pick up the requisite know-how not only for a smooth installation of a performance budgeting system but also for effective utilization of the flow of information for better decision-making and efficient management of the various developmental programmes and activities.

2. *Project Management Techniques at Bhopal (Special Course)*

	May 25—June 7, 1975
Course Director	: Shri M. Thyagarajan
Participants	: 30
Inauguration	: Shri Jagjivan Ram, Union Minister for Agriculture and Irrigation.
Concluding Address	: Shri K. Radhakrishnan, I.C.S. (Retd.)
Sponsors	: IIPA and Madhya Pradesh Regional branch.

The objectives of the course were to give the participants a comprehensive view of the following:

- (i) techniques of evaluation and selection (economic aspects)
- (ii) project planning, scheduling and control through network techniques and performance budgeting;
- (iii) management information system;
- (iv) linear programming;
- (v) financial management techniques;
- (vi) costing for management techniques;
- (vii) materials management;
- (viii) budgeting and budgeting control;
- (ix) job assignment;
- (x) scientific analysis in decision-making;
- (xi) decision theory;
- (xii) simulation;
- (xiii) personnel development in projects;
- (xiv) inter-group dynamics;
- (xv) job evaluation.

During the course, analytical and applicative aspects of project management techniques were highlighted.

Shri P.C. Sethi, Chief Minister of Madhya Pradesh and Chairman of the regional branch welcomed the participants.

3. *Finance for Non-Finance Executives (First Course)*

July 14-18, 1975

Course Director	: Dr. B.N. Gupta
Participants	: 32
Inauguration	: Dr. P.L. Tandon, Custodian, Punjab National Bank.
Valedictory Address	: Shri T.N. Chaturvedi, Executive Director, Indian Investment Centre.

The objective of the course was to provide a conceptual framework which would allow the manager understand the financial concepts and tools which would help him to act across a broad range of decision areas.

4. *Refresher Programme for Under Secretaries to Government of India, and Management Development Programme for Under Secretaries of the Central Secretariat Service*

July 28 - September 20, 1975

Course Director	: Prof. Kuldeep Mathur
Participants for the Refresher Programme	: 15
Inauguration	: Shri S.S. Bisen, Joint Secretary, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India.
Valedictory Address	: Dr. Ajit Mozoomdar, Secretary, Ministry of Finance, Government of India.
Participants of the Management Development Programme	: 30
Inauguration	: Shri R.K. Trivedi, Secretary, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India.

Concluding Address : Shri S.S. Bisen, Joint Secretary, Department of Personnel & Administrative Reforms, Cabinet Secretariat, Government of India.

The programmes were designed to enhance the capability of the participants to perform their job better and assume higher responsibilities by helping them develop:

- (i) a better comprehension of the economic, technical, political and social environment in which they function;
- (ii) an increased understanding of the processes involved in policy formulation and execution, as well as the skills and techniques of organization and management;
- (iii) analytical skills for conceptualizing and decision-making in administrative situations;
- (iv) inter-personal skills and sensitivity to people and the administrative environment; and
- (v) a better appreciation of the inter-dependence of the various sectors of the socio-economic and political systems and their complementary roles in the common task of national development.

5. *Materials Management (First Course)*

August 25-30, 1975
Course Director : Prof. Kanti Swarup
Participants : 4

The programme sought to discuss the subject by initially explaining some underlying tools and techniques which might be applied with advantage to materials planning in addition to a discussion of the problems being faced at various levels. Through selected case examples the validity of some of the techniques was established and the participants had opportunities to discuss and test the basic concepts in terms of their individual situations.

6. *Computers in Management (Fourth Course)*

	November 5-15, 1975
Course Director	: Prof. Virendra Gupta
Participants	: 21
Concluding Address	: Brig. B.J. Shahney, Director General, Technical Development, Ministry of Industrial Development, Government of India.

The purpose of the programme was to develop familiarity and provide an understanding of electronic digital computers and their application to real life situations in tackling management problems. The primary emphasis in this course was on the following:

- (i) elements of computer system to gain an understanding of computer hardware, software, systems and programming concepts for using computers in real business situations; and
- (ii) analysis of the areas of management for which a computer may be suitable (A few typical cases of applications of computers were discussed in detail).

7. *Special Intensive Practical Courses in Network Techniques and Performance Budgeting for Public Sector Projects (Fourth, Fifth and Sixth Course)*

Fourth Course	: November 12—December 6, 1975
Participants	: 26
Fifth Course	: January 12-28, 1976
Participants	: 25
Inauguration	: Shri B.N. Mehrotra, General Manager, Delhi Electric Supply Undertaking
Sixth Course	: January 30—February 14, 1976.
Participants	: 34
Course Director	: Shri M. Thyagarajan

The objectives of these courses were manifold. They sought to provide adequate knowledge of the concepts and principles and practice in the applications of Network and Performance Budgeting Techniques for the construction, management and control of capital projects. The courses covered many aspects such as project planning and control, cost planning and cost control, materials planning, simulation techniques, computerization of planning and control system, advance application of Network Techniques, etc. The special feature of these courses was that they had a practical orientation. They also dealt with problems relating to construction projects which would make the participants appreciate all the practical aspects of the techniques. In addition, the courses also had intensive workshop sessions. Certain sanctioned projects were chosen and the participants were required to prepare the PERT/CPM based plan, schedules, performance budgets, control system, etc., during these sessions.

8. *Financial Management Techniques (Third Course)*

	December 3-12, 1975
Course Director	: Dr. B.N. Gupta
Participants	: 20

The objective of this course was to acquaint the participants with modern concepts in financial management, simple quantitative techniques and their application in tackling financial problems. The emphasis was on how these tools and techniques aid in financial decision-making. The content and methodology of the course were management and practice oriented.

9. *Programme in Management Techniques for BHEL Executive Trainees in Finance Group*

	January 27--February 7, 1976
Course Director	: Prof. Kanti Swarup
Participants	: 23

The course was organized at the instance of Bharat Heavy Electricals Ltd., for their Executives (Finance Group).

The objectives of this course were:

- (i) to acquaint the participants with the fundamentals of modern management techniques; and
- (ii) to demonstrate the applicability of these techniques to a variety of real-life situations in the field of financial management, project management, materials management, etc.

The contents of the programme included :

- (i) Mathematical and Statistical Concept for Management;
- (ii) Linear Programming, Transportation, and Assignment;
- (iii) Game Theory;
- (iv) Queuing Theory;
- (v) Simulation;
- (vi) Forecasting;
- (vii) Inventory Control;
- (viii) PERT/CPM;
- (ix) Performance Budgeting and Techniques of Financial Management (Project Appraisal, use of ratios)
- (x) Management Information and Control Systems
- (vi) Personal, Interpersonal relations and Resistance to change.

The programme which was attended by 23 BHEL Executives (Finance Group) was directed by Prof. Kanti Swarup.

10. *Programme in Management Techniques for BHEL Executive Trainees in Systems Group*

	February 9-21, 1976
Course Director	: Shri A.P. Saxena
Participants	: 11
Inauguration	: Shri N.J. Kamath, Secretary, Ministry of Works & Housing, Government of India.

The programme was organized at the instance of Bharat Heavy Electricals Ltd., for their Executives (Systems Group).

The objective of this programme was to demonstrate the applicability of modern management techniques in the quantitative areas to deal with problems in the fields of production planning and control, materials management, policy planning, project management and financial management.

The course contents included :

- (i) Linear Programming;
- (ii) Queuing Theory;
- (iii) Simulation;
- (iv) Forecasting;
- (v) Inventory Control;
- (vi) Performance Budgeting and Techniques of Financial Management;
- (vii) Management Information and Control Systems;
- (viii) PERT/CPM;
- (ix) Computer Applications; and
- (x) Inter Personal Relations and Resistance to Change.

11. *Performance Budgeting for Public Sector Undertakings (Seventh Course)*

February 11-17, 1976

Course Director : Prof. M.J.K. Thavaraj
Participants : 11

The course was mainly designed to familiarize the participants with some of the essential features of performance budgeting and also allied financial techniques and to stimulate discussion on the adequacy of existing financial procedures and practices in public undertakings.

12. *Operational Research and Behavioural Science (First Course)*

February 11-21, 1976

Course Directors : Prof. Kanti Swarup
Dr. Jaideep Singh
Participants : 5

The purpose of this course was to help the participants develop a desire and ability to use some of the important concepts and skills of Operations Research and Behavioural Science in their organizational systems.

13. *New Dimensions in the Management of Human Resources (First Course)*

March 1-6, 1976

Course Directors : Prof. V. Jagannadham
Dr. Jaideep Singh

Participants : 11

The purpose of this course was to help the participants develop a desire and ability to use the concepts and skills brought to light by the managerial and behavioural sciences in their organizational systems and activities.

Seminars/Conferences

1. *IIPA Faculty Workshop on Case Study (May 12, 1975)*

The workshop which was attended by 11 faculty members of IIPA was directed by Prof. A. Datta. The workshop consisted of a Panel Discussion and Case Discussions. A number of background papers and cases were discussed in the workshop.

2. *Seminar on New Dimensions in Management (February 19 20, 1976)*

The seminar was conducted by Prof. Fremont E. Kast and Prof. James Rozenweig, both Professors of Management and Organization at the Graduate School of Business Administration of the University of Washington. It was attended by senior officers from the Central Government, the representatives of Central Training Institutes and IIPA faculty members who discussed in depth important aspects of motivation, leadership and communication in an organizational set-up.

B.1.4 CENTRE FOR URBAN STUDIES

The Centre for Urban Studies organized eight short-term courses/workshop.

Objectives of the courses and their special features were :

1. *Experimental Course for Municipal Councillors*

April 21-25, 1975

Course Director : Prof. Deva Raj

Participants : 9 councillors

The course was meant for elected councillors of municipal corporations to give them the necessary perspective of municipal organization and its task system.

2. *Municipal Management (Fourth Course)*

July 14-26, 1975

Course Director : Prof. M. Bhattacharya

Participants : 15

The main objective of the course was to increase the efficiency of municipal administration by introducing modern management principles and techniques.

The course aimed at familiarizing the participants with:

- (i) the crucial elements in the environment relevant to municipal administration;
- (ii) principles involved in municipal organizational change;
- (iii) process of municipal management including decision-making and problem-solving; and
- (iv) selected tools of management which could be applied with benefit to municipal administration.

3. *Integrated City Development Programme (Workshop)*

August 5-14, 1975

Course Directors	: Prof. Deva Raj Shri C.S. Chandrasekhra, Chief Town Planner, Town & Country Planning Organi- sation, Government of India.
Participants	: 42
Inauguration	: Shri A.N. Banerjee, Secre- tary, Union Ministry of Works & Housing.
Valedictory Address	: Shri I.K. Gujaral, Union Minister of State for Plan- ning.
Sponsors	: IIPA and Town and Country Planning Organisation of the Government of India.

The object of the Workshop was to provide necessary information and methodology for preparation of integrated urban development programmes and their subsequent implementation in specific urban centres with the help of actual data collected by the participants. The workshop was wholly project-oriented and adopted a case study approach.

4. *Municipal Budgeting and Finance (Sixth Course)*

September 15-October 4, 1975

Course Director	: Prof. A. Datta
Participants	: 8

This course combined the erstwhile courses on municipal budgeting and municipal tax structure and administration. As before, the course was meant for senior officials of major municipalities/corporations and State level officers dealing with municipal finance. The primary aim was to offer a comprehensive course on municipal budgeting, financial administration and financial policy. The course was conducted through lecture-discussions, case sessions and syndicates.

5. *Valuation and Assessment for Property Taxation (Second Course)*

October 20-31, 1975

Course Director : Prof. A. Datta

Participants : 22

The course aimed at : (i) understanding the potential of property taxes; (ii) appreciation of the methods of valuation and assessment; and (iii) awareness of the human and systems aspects of property tax administration.

6. *Laws in Municipal Administration (Fifth Course)*

November 17-29, 1975

Course Director : Shri M.K. Balachandran

Participants : 9

The course was designed primarily with the objective of familiarizing the senior municipal officers with the underlying principles of and the changes taking place in various laws which have a bearing on municipal administration.

It covered topics relating to municipal laws and other laws having a bearing on municipal administration and relating encroachments and unauthorized construction, planning legislation, assessment and valuation, prevention of food adulteration and other related topics. The subjects under laws included the law of torts and contracts, land acquisition, labour laws, and judicial reviews of administrative action. In addition to lectures, there were group discussions on general topics.

7. *Techniques of Municipal Administrative Improvement (Second Course)*

December 1-20, 1975

Course Director : Shri K.S.R.N. Sarma

Participants : 16

The main objective of the course was to familiarize the municipal officers with some new methods of administrative improvement. Efficient delivery of municipal services like water supply, public health facilities, etc., could be secured by the application of a number of well-accepted management techniques.

The course had three important foci. Improving the work environment, promoting efficiency in delivery of services and maintaining good public relations. The subjects covered included O & M and allied techniques of administrative improvements such as records management, filing system, design and use of forms, materials management, PERT/CPM, and cost benefit analysis.

Apart from lecture discussion exercises and case studies each group of participants undertook project work for a week outside Delhi. The purpose of this was to let the participants appreciate the applicability of the above techniques to a real and live problem in a municipality.

8. *Urban Plan Administration (First Course)*

February 23—March 6, 1976

Course Director

: Shri M.K. Balachandrar

Participants

: 17

The main aim of the course was to critically examine the assumption and objectives of urban planning and to acquaint the participants with the relevant tools and concepts which are important from the stand point of actual ground level implementation of the plans.

The focus of the course was on plan management including legal and organizational aspects of plan administration. It also included programme planning, project formulation and implementation, financing of urban plans, information and monitoring, project appraisal and citizens' response. Basically the course was meant to sensitize the planners and plan administrators to the critical issues in urban plan implementation.

Seminars/Conferences

A. SEMINARS

1. *Seminar on 'Development Plans and their Implementation (May 2-4, 1975)*

The objective of the seminar was to focus attention on the

salient aspects of urban planning in order to ensure speedy and successful implementation of the plans.

The seminar was organized around the following core issues:

1. goals for urban planning (to identify the major objectives which were sought to be achieved through the planning process);
2. programme evaluation (to translate the plan into programmes and projects, to undertake feasibility studies in respect of alternative programmes and projects to be actually undertaken on the ground);
3. organization for plan implementation: to identify the major bottlenecks in administrative organization and to suggest organizational changes in order to enhance managerial competence;
4. legal issues in plan implementation: to identify legal bottlenecks that often stand in the way of successful plan implementation;
5. budgeting for plan implementation: to ensure resources planning in support of the plan activities and to install a controlling mechanism to relate the activities to allocated funds and ultimately to make room for feedback and corrective action in course of actual ground level implementation.

The seminar was inaugurated by Shri K. Raghu Ramaiah, Union Minister for Works & Housing and Parliamentary Affairs. The seminar was attended by Secretaries for Urban Affairs from a number of State Governments, Chief Planners and Directors of Town Planning, experts from various institutions, representatives of planning and development authorities and senior experts and administrators from the Government of India. Prof. Deva Raj coordinated the seminar.

A pre-seminar workshop was organised on May 2, 1975 to discuss the working paper. Thirty participants joined the deliberations held under the chairmanship of Shri R. Gopalaswamy, Joint Secretary, Ministry of Works & Housing, Government of

India. A series of discussions on the goals and strategies for urban planning and development were held in the opening session on May 3, 1975 presided over by Shri T.N. Chaturvedi. The participants were divided into three working groups to discuss the following subjects:

1. Programming, Planning, Coordination and Monitoring;
2. Organization and Legal Tools; and
3. Budgeting and Finance for Plan Implementation.

The Working Group Reports were discussed on May 4, 1975 under the chairmanship of Shri N.N. Vohra, Secretary, L.S.G. Housing and Town Planning, Punjab and Shri G.N. Dike, Administrator, Surat.

2. *Seminar on Management of Urban Utilities* (February 12-13, 1976)

The seminar was intended to focus attention on three inter-related themes around existing urban utilities in specific localities: (a) organization, (b) finance, and (c) distribution. Attention was focussed on important urban utilities such as water supply, transportation and electric supply.

Basic information regarding the operation of urban utilities in India is scanty and has not attracted enough attention of researchers or policy makers. The main purpose of the seminar was to remedy this lacuna. A number of thought provoking papers on particular aspects which might be explored through academic research and reconsideration of public policy were distributed to the participants in the seminar.

The themes identified for discussion in the seminar were tentative and new themes could be added. The main concern was not to differentiate particular problems around specific types of urban utilities, but to search for certain common issues concerning urban utilities in general.

The seminar was coordinated by Prof. A. Datta.

3. *Seminar on Social Indicators for Urban Development* (March 26-27, 1976)

The seminar was concerned with: (a) the general problem of

social indicators for urban areas; (b) the specific aspects of social indicators around the various components of urban development; and (c) the relationship between urban planning and social indicators. The background papers were based on Indian experience of urban development, either in a global or in a sectoral sense, leading to purposive uses in monitoring and evaluation of urban planning.

The scope of the seminar included the following major items :

General : concept of social development—information system—indicator characteristics.

Socio Economic : Social change—frustration and tension—crime and public order—social communications—public participation.

Urban Planning : System of urban settlements—plan evaluation—land use—water supply—environmental pollution—public health—housing and slum improvement—health and family planning—education and culture—traffic and transportation—social welfare and community development.

The seminar was inaugurated by Shri H.K.L. Bhagat, Minister of State, Union Ministry of Works & Housing.

The concluding address was delivered by Shri Krishan Chand, Lt. Governor, Delhi.

Prof. A. Datta coordinated the seminar in which there were 45 participants.

4. *Expert Meeting on Urban Studies* (September 23, 1975)

The Centre for Urban Studies organized a seminar to identify the areas of research having a practical bearing on the management and study of urban problems and development. Representatives from the ICSSR, Centre for Developing Societies, Institute of Economic Growth, Ministry of Works & Housing, Town and Country Planning Organization and other sister institutions participated in the seminar.

The deliberations began with a brief survey by Shri R.N. Haldipur, Director. Prof. Deva Raj who coordinated the seminar

gave an analysis of the researches in the area of urban development and administration conducted by the Institute so far and its future programme.

B.2. RESEARCH

During the year under review various research projects were taken up by the members of the faculty. The following table gives the titles of these projects, the names of the members in charge and the progress of work.

RESEARCH STUDIES

Completed

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|--|--|
| 1. Local Government System in India: Municipal Government | Prof. A. Datta
Prof. Mohit Bhattacharya |
| 2. Integrated Delivery System for Social Services | Prof. V. Jagannadham
Prof. Mohit Bhattacharya |
| 3. Dynamics of Change in an Academic Organization | Shri R.C.Goyal
Dr. Jaideep Singh |
| 4. Dynamics of a Strike in an Urban Local Government Organization | Dr. Jaideep Singh
Shri M.K. Narain |
| 5. Citizen Grievances and Administration, Food and Supply Department, Delhi Administration | Dr. R.K. Tiwari |
| 6. Identifying Training Needs of Deputy Secretaries in the Central Ministries of Government of India | Dr. R.K. Tiwari |
| 7. The Demands of the Confederation of the Central Government Officers' Associations and their Impact on Government's Personnel Policies | Dr. K.S. Nayar |

8. A Draft Code for Assessment and Valuation of Properties for Municipal Taxation Prof. Deva Raj

In Progress

1. Indian Nationalist Movement and the Development of Policies towards Small Scale Industry Shri Nasir Tyabji
2. Source Material on the Role of the Ford Foundation in the Development of Small Industries Policy—1953-1965 Shri Nasir Tyabji
3. Pensioners in Delhi and Their Problems Prof. V. Jagannadham
Dr. C.M. Palvia
Kumari Shanta Kohli
- ~~4. Top Management in the Police~~ Prof. Kuldeep Mathur
Prof. Mohit Bhattacharya
5. Urban Land and Housing Policies Dr. K.N. Kabra
6. Projections for Indian Population and the Economy in the year 2001 (A Survey and implications for Crime and Social Tensions) Dr. K.N. Kabra
7. Action Research Project of Redevelopment and Regeneration of Tajganj Dr. K.N. Kabra
Shri Raj Kumar Nandy
Shri N.C. Ganguly
8. Stratification of Indian Business Groups Shri Nasir Tyabji
9. Study of Metering of Municipal Water Supply Shri K.S.R.N. Sarma
10. A Study of Supreme Court Decisions Relating to Municipal Administration since 1950 Shri M.K. Balachandran
11. Comparative Study of Municipal Acts Shri M.K. Balachandran

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|---|---|
| 12. Local Government Administration in Urban India — Selected Readings | Shri R.N. Haldipur
Shri B.M. Verma
Shri M.K. Narain |
| 13. Creating a Culture of Organizational Sensitivity in Central Government Departments | Shri R.N. Haldipur
Prof. Kuldeep Mathur |
| 14. Food Management in India | Prof. Kuldeep Mathur
Shri Sudipto Mundle |
| 15. Strategy of Financing Economic Development | Shri Sudipto Mundle |
| 16. Incidence of Bonded Labour in India | Shri Sudipto Mundle |
| 17. Survey of Slum and Squatter Settlements in Kanpur City | Prof. V. Jagannadham
Dr. C.M. Palvia |
| 18. Drought Prone Areas Programme | Dr. N.K.N. Iyenger |
| 19. Applications of Network Techniques and Network Based Performance Budgeting in the Public Sector Undertakings and Government Departments | Shri M. Thyagarajan |
| 20. Effect of Tax Concessions and Deductions in Personal Income Tax on Different Income Groups | Prof. M.J.K. Thavaraj
Mrs. M. Lakshmiswaramma |
| 21. Allocation and Utilization of Police Force in Delhi | Prof. Kanti Swarup |
| 22. Public Distribution System: Delhi Model | Dr. R.K. Tiwari |
| 23. Governors in India: A Profile | Dr. R.K. Tiwari |
| 24. Socio-Economic Appraisal of Programme for Backward Classes (Preliminary work done. To be taken up for field work) | Dr. K.N. Kabra |

25. Evaluation of Rural Water Supply (data collected) Prof. A.P. Barnabas
26. The Indian Administrator: Sketches from Experience Prof. J.K. Ray

Research projects on: (1) Cost-Behaviour and Price Policy in IDPL, (2) Formulation and Implementation of Performance Budgeting, and (3) A draft-code for Assessment and Valuation of Properties for Municipal Taxation were dropped due to non-availability of data.

For better intra and inter academic interaction, the members of the faculty have been formed into areas of specialization. These areas are intended to serve as focal points for subject-matter discussions and to enhance the quality of training and research.

The areas of specialization with one primary interest and a secondary one for each faculty member are as follows:

Primary Areas

Secondary Areas

1. Development Administration

Prof. A.P. Barnabas
Prof. M. Bhattacharya
Shri Sudipto Mundle
Shri Raj Kumar Nandy

Dr. K.L. Handa
Dr. K.N. Kabra
Smt. M. Lakshmiswaramma
Prof. Kuldeep Mathur
Prof. S.R. Maheshwari
Prof. J.K. Ray
Shri Nasir Tyabji
Shri B.M. Verma
Dr. Vaid Prakash
Dr. N.K.N. Iyengar

2. Financial Administration

Prof. M.J.K. Thavaraj
Dr. B.N. Gupta
Dr. K.L. Handa
Smt. M. Lakshmiswaramma

Shri N.C. Ganguly
Shri R.K. Sachdeva
Shri M. Thyagarajan

3. *Personnel Administration*

Prof. S.R. Maheshwari
Dr. N.K.N. Iyengar
Dr. K.S. Nayar
Dr. R.K. Tiwari

Dr. R.B. Puri

4. *Organizational Behaviour*

Prof. Kuldeep Mathur
Shri R.N. Haldipur
Dr. R.B. Puri
Shri B.R. Sharma
Dr. Jaideep Singh

Shri G.K. Amar
Prof. V. Jagannadham
Shri Raj Kumar Nandy

5. *Systems Analysis and Project Administration*

Prof. Kanti Swarup
Shri G.K. Amar
Shri N.C. Ganguly
Prof. V. Gupta
Shri J.C. Kapur
Shri R.K. Sachdeva
Shri A.P. Saxena
Shri M. Thyagarajan
Shri Nasir Tyabji

Dr. B.N. Gupta
Shri R.N. Haldipur
Dr. Jaideep Singh

6. *Public Policy and Planning*

Prof. J.K. Ray
Dr. K.N. Kabra
Dr. Vaid Prakash

Shri M.K. Balachandran
Prof. A. Datta
Prof. V. Gupta
Prof. Kanti Swarup
Shri J.C. Kapur
Shri Sudipto Mundle
Prof. M.J.K. Thavaraj
Dr. R.K. Tiwari

7. *Social Policy and Administration*

Prof. V. Jagannadham
Kumari Shanta Kohli

Prof. A.P. Barnabas
Shri K.S.R.N. Sarma
Shri B.R. Sharma

8. *Urban Studies*

Prof. A. Datta
Shri M.K. Balachandran
Shri M.K. Narain
Shri K.S.R.N. Sarma
Shri B.M. Verma

Prof. M. Bhattacharya
Kumari Shanta Kohli
Shri A.P. Saxena

The Chairmen and representatives on the Training Committee and the Research and Consultancy Committee are as follows :

1. *Development Administration*

Prof. A.P. Barnabas	--Chairman
Shri Sudipto Mundle	- -Representative on the Research & Consultancy Committee
Prof. M. Bhattacharya	Representative on the Training Committee

2. *Financial Administration*

Prof. M.J.K. Thavaraj	— Chairman
Prof. M.J.K. Thavaraj	—Representative on the Research & Consultancy Committee
Dr. B.N. Gupta	—Representative on the Training Committee

3. *Personnel Administration*

Dr. N.K.N. Iyengar	—Chairman
Prof. S.R. Maheshwari	--Representative on the Research & Consultancy Committee
Dr. R.K. Tiwari	—Representative on the Training Committee

4. *Organizational Behaviour*

Prof. Kuldeep Mathur	— Chairman
Prof. Kuldeep Mathur	—Representative on the Research & Consultancy Committee
Dr. Jaideep Singh	—Representative on the Training Committee.

5. *Systems Analysis and Project Administration*

Shri J.C. Kapur	—Chairman
Prof. Kanti Swarup	—Representative on the Research & Consultancy Committee
Shri A.P. Saxena	—Representative on the Training Committee

6. *Public Policy and Planning*

Dr. Vaid Prakash	—Chairman
Prof. J.K. Ray	—Representative on the Research & Consultancy Committee
Dr. K.N. Kabra	—Representative on the Training Committee

7. *Social Policy and Administration*

Prof. V. Jagannadham	—Chairman
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8. *Urban Studies*

Prof. A. Datta	—Chairman
Prof. A. Datta	—Representative on the Research & Consultancy Committee
Prof. A. Datta	—Representative on the Training Committee

B.3. CONSULTANCY

The following assignments were completed during the year :

1. Development of a Network System, Computerization, Materials Planning, Inventory Management, Costing and Budgeting System for a public sector undertaking.
2. Introduction of a New System of Railway Reservations.

The following assignments are on hand :

1. Development of a Computer based MIS for a public sector undertaking.
2. Impact of Government Stores Purchase Operation in a public sector undertaking.
3. Computerization of Intelligence Data of a Department of Government of India.

4. Work for a public sector undertaking in organizational structure and interlinkages.

Negotiations are under way with a number of organizations in regard to other assignments.

B.4. CASE STUDIES PROGRAMME

The Committee on Case Studies continued to work with Shri Govind Narain, I.C.S. (Retd.), the then Secretary, Union Ministry of Defence, as Chairman and ten other members. Shri R.N. Haldipur, Director of the Institute, is the Project Director in place of Dr. Ram K. Vepa who has gone abroad and Shri N.R. Gopalakrishnan is the Member-Secretary.

A fifth volume of case studies "New Vistas in Administration" consisting of thirteen cases was brought out in February, 1976. There are quite a few case studies for which permission is being sought for publication. The Chairman and Project Director continue their effort to spot new potential case writers and commission them to write up cases.

The faculty too has been preparing some cases for use in the training courses.

The case prepared by the members of the faculty are as follows :

- | | |
|--|--|
| 1. A Case on Card Design for the Directorate of Industrial Revenue (for a State Government) | } Prof. Virendra Gupta
Shri G.K. Amar |
| 2. Assessment of Workload for the Directorate of Industrial Revenue (for a State Government) | |
| 3. Demonstrational Programme for Computerized Financial Accounting, Budgeting and Control | |
| 4. Experimenting with Partial Mechanization of Municipal Department | Shri Raj Kumar Nandy |

B.5. PUBLICATIONS

B.5.1. PERIODICALS

The Institute continued to bring out the following periodicals during the year:

- (a) Indian Journal of Public Administration (Quarterly);
- (b) Nagarlok (Quarterly Journal of Urban Affairs);
- (c) Documentation in Public Administration (Quarterly);
- (d) Book Reviews in Public Administration (Bi-Annual);
and
- (e) IIPA Newsletter (Monthly).

Indian Journal of Public Administration

The Institute brought out four issues during 1975 (volume XXI) which taken together ran into 816 pages.

In all, the four issues contained 55 articles, 38 book reviews and 30 book notes. Among the contributors, 24 were administrators, 31 academicians, including 5 from foreign countries.

The subject of the special number in 1975 was 'Citizen and Administration' and this was brought out in two parts.

As in the previous years the Editor has been receiving appreciative references to the quality and standard of the Journal.

Shri T.N. Chaturvedi continued to be the Editor of the I.J.P.A. Shri K. Venkataraman was the Assistant Editor up to November, 1975 and Shri N.R. Gopalakrishnan joined as Assistant Editor on January 1, 1976.

The Institute's agreement with M/s. Swets & Zeitlinger B.V., Amsterdam, Holland, to bring out the out-of-print volumes/issues of Indian Journal of Public Administration continues.

This Dutch firm is now negotiating with the Institute to extend the arrangement to bring out micro-editions of all the back issues of the I.J.P.A.

Nagarlok

Four issues of *Nagarlok* dealing with urban affairs were brought out during the year including a Special Issue on 'Urbanization and

Urban Policy'. Prof. V. Jagannadham was the Editor till August, 1975; thereafter Shri R.N. Haldipur, Director, IIPA, took over as the Editor. Dr. M. Bhattacharya continued as the Assistant Editor till February, 1976; thereafter Prof. A. Datta functioned as the Assistant Editor.

Documentation in Public Administration and Book Reviews in Public Administration

Four issues of Documentation in Public Administration were brought out under the joint auspices of the Indian Institute of Public Administration and the Indian Council of Social Science Research. So also, two issues of Books Reviews in Public Administration, containing reviews of important publications appearing in leading journals and periodicals were published.

Shri T.N. Chaturvedi continued to be the Editor of both. Shri Mohinder Singh, the Librarian of the Institute, was the Assistant Editor.

IIPA Newsletter

Twelve issues of the monthly Newsletter, covering all important areas of public administration in India and abroad, were brought out. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur, the Editorial Assistant.

B.5.2 OTHER PUBLICATIONS

Budgetary and other constraints were responsible for a severe restriction on publications proposed. The Institute is exploring the possibility of many of its publications being brought out by private publishers. During the year, the following publications were released:

- (1) New Vistas in Administration — Case Study Vol. V.
- (2) Report on the Proceedings of the Twentieth Annual Meeting of the General Body held on October 29, 1974.
- (3) Organization & Activities of IIPA.
- (4) Introductory Folders on the Institute's Executive Development Programme, Management Development Programme and on Consultancy Services rendered by IIPA.

B.6. LIBRARY AND REFERENCE SERVICES

The Library of the Institute undertook the compilation of *Cumulative Index to Indian Journal of Public Administration: Vol. I-XX* (1955-1974). It was designed to provide author index; title index; index to digests of reports; subject index; index to book reviews and book notes; reviewer index; and citation index. The first six sections were completed during the year.

During the year, the Library acquired 3,923 volumes. On March 31, 1976, the Library had 118,029* volumes of books, public documents and periodicals. The number of periodicals on the current list at the close of the year stood at 455 (including 33 of CUS). Six Indian newspapers were available in the Library during the year.

For the Centre for Urban Studies, the Library added 112 new volumes during the year. The number of volumes in the collection of the Centre, at the close of the year, stood at 6,405. The Centre's Library receives 33 periodicals.

Library facilities were availed of by 2,181 persons including members of the Institute's faculty and other members of the staff, participants of various courses conducted at the Institute and research scholars from academic institutions, who had come with special permission. During the year, 10,898 volumes were loaned. On inter-library loan transaction, 580 volumes were loaned out and 77 volumes were borrowed. On requisition by the faculty and other members of the Institute, 22 bibliographies and reading lists were compiled.

The Library continued to issue the 'Monthly List of Additions' and a weekly service 'Documentation in Public Administration'. Four quarterly issues of *Documentation in Public Administration* and two half-yearly issues of *Book Reviews in Public Administration* were compiled.

The depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development continued to be used for reference purposes.

*Correct figure as on March 31, 1975 was 1,14,106 instead of 1,17,660 reported in the Annual Report for the year 1974-75.

B.7. EXTENSION PROGRAMME—PUBLIC LECTURES

A symposium on the Budget for 1975-76 was organized on April 21, 1975, under the programme. The following spoke at this symposium on the topics shown against each : Shri A. Datta—'Budget and Stability'; Dr. K.N. Kabra—'Budget and Plan Implementation'; and Prof. M.J.K. Thavaraj—'Budget and Resource Mobilization'.

Under the extension programme, Prof. Thavaraj also gave a lecture on 'Aspects of Budgetary Innovations' on April 22, 1975.

Mr. Lawrence T. Knauff, Senior Partner of M/s. Omnisystems Inc. (a firm specializing in education, training and development) delivered a public lecture on December 3, 1975, at the Institute. He spoke on 'Management Improvement in Government: USA Experience'.

Dr. Jagjivan Ram, the Chairman of the Institute, addressed the members of IIPA's faculty and senior staff of the Institute on December 23, 1975.

B.8. PERSONNEL MATTERS

1. Prof. Shanti Kothari resigned from the post of Honorary Visiting Professor of the Institute with effect from October 31, 1975. The Executive Council placed on record its appreciation of the services rendered by Prof. Kothari as Honorary Visiting Professor.
2. Prof. V. Jagannadham relinquished the office of the Director of the Institute on September 1, 1975 after handing over charge to Shri R.N. Haldipur.
3. Prof. Deva Raj, Professor-cum-Director at the Institute's Centre for Urban Studies, relinquished charge on October 1, 1975, after the expiry of his term of appointment.
4. Prof. R.C. Goyal after serving the Institute on deputation from the Bureau of Public Enterprises for 5 years as Consultant, joined as Manager (Personnel), Bongaigaon Refinery and Petrochemicals Ltd., New Delhi.
5. Shri A.V. Chaturvedi after serving the Institute on deputation from the Central Public Works Department for about 5-1/2 years as Technical Associate took over as Engineer Officer to the Engineer-in-Chief.

6. Prof. S.K. Goyal, who was on one year assignment as Adviser to the Government of Iraq in May, 1974, was granted extension for one more year.
7. Shri D.D. Malhotra, Lecturer, has proceeded to Tanzania on July 1, 1975, to work in the Institute of Development Management, Morogoro, Tanzania.
8. Shri J.C. Kapur, Senior Management Analyst, was granted leave to join the Bureau of Public Enterprises, as Deputy Director for one year from August 3, 1975. He, however, cut short his leave and rejoined the Institute with effect from November 11, 1975.
9. Shri K.L. Handa who was sent on doctoral fellowship abroad rejoined the Institute on July 10, 1975, after obtaining his doctoral degree.
10. Kumari Shanti Kohli, Research Assistant, rejoined the Institute on September 15, 1975, after completion of her higher studies in U.K. She was appointed temporarily as ~~Research~~ Associate in the Research Project 'Problems of Pensioners' with effect from January 1, 1976.
11. Dr. Vaid Prakash who was sanctioned leave to proceed to USA to finalize and defend his dissertation rejoined the Institute on October 22, 1975, after completing all the requirements.
12. Dr. N.K.N. Iyengar, Lecturer, was sanctioned leave for six months from May 12 to November 7, 1975, and in continuation half pay leave up to April 2, 1976, to enable him to submit and defend his dissertation. He rejoined the Institute on April 3, 1976, after obtaining his doctoral degree.
13. Shri A.P. Saxena, I.R.S., joined the Institute as Consultant on January 3, 1976.
14. Shri N.R. Gopalakrishnan joined the Institute on January 1, 1976, as Assistant Editor. He succeeded Shri K. Venkataraman who relinquished charge on the expiry of his term of appointment.
15. Prof. A.P. Barnabas was sanctioned extra-ordinary leave on loss of pay for 3 months from February 17 to May 16, 1975, with permission to accept an assignment with the UNICEF.

16. Prof. S.P. Verma was sanctioned extra-ordinary leave without pay from January 5 to 31st March, 1976, and has been granted further extension of leave. He has joined as Director, Communication Centre—India, New Delhi.
17. The following promotions were made with effect from February 27, 1976: (1) Shri A. Datta as Professor, Urban Administration and Development and Municipal Finance; (2) Dr. M. Bhattacharya as Professor of Organizational Analysis and Structure; and (3) Dr. Virendra Gupta as Professor, Computer Application.
18. Dr. C.M. Palvia joined the Institute as Associate Director of the Research Project, 'Problems of Pensioners' on a temporary basis, with effect from February 25, 1975. From January 1, 1976, he was appointed as Associate Project Director for the project 'Survey of Slums and Squatter Colonies in Kanpur City', on a temporary basis, for 10 months. He is also functioning as Honorary Associate Project Director for the research project 'Problems of Pensioners'.
19. Shri P.N. Chaudhuri was appointed Research Associate for the research project 'Survey of Slums and Squatter Colonies in Kanpur City' with effect from January 5, 1976, on a temporary basis.
20. Shri M.K. Balachandran, Lecturer, was permitted to attend the training course in Comparative Local Government held at The Hague, Netherlands, from August 27 to October 22, 1975.

B.8.1. MEMBERS OF FACULTY ON STUDY TOUR ABROAD

The following members of the faculty were on short-term study tour abroad as apart of the staff development programme.

Prof. M.J.K. Thavaraj, Professor of Financial Administration was on a 40-day tour in July-August, 1975. The main object of his undertaking this tour was as follows: (i) to get an up-to-date picture of development; (ii) to visit Institutes in England and U.S.A. where long-term executive development programmes are conducted; and (iii) to collect published cases and teaching materials for the long-term courses in public administration.

He visited the following places: (1) F.A.O., Rome; (2) Sussex University, U.K.; (3) United Nations (Fiscal Division); (4) Maxwell School, Syracuse; (5) The Bureau of Budget and the World Bank, Washington; (6) East-West Centre, Hawaii; (7) Universities of Melbourne and Canberra; (8) Singapore University; and (9) Asian Centre for Development Administration (ACDA) and National Institute of Administration, Kuala Lumpur.

Prof. S.R. Maheshwari, Professor of Political Science and Public Administration, proceeded in July-August 1975 on a 35-day study tour in July-August, with the following objectives: (i) to study at first hand the processes of scrutiny and implementation of recommendations of administrative reforms committees; (ii) to study the machinery, staffing the functioning of O & M; (iii) to study institutional arrangements for training of civil servants in O & M; and (iv) to collect teaching material including cases, films, etc., for use in the courses at the Institute.

Shri Abhijit Datta, Reader in Municipal Administration, was on a 45-day tour in June-August, 1975, to study in depth recent developments in planning, budgeting and financing of city governments in the U.S.A., Canada, Japan and Australia, particularly the application of programme budgeting in local government. He visited the following institutions: (1) Institute of Public Administration, New York, U.S.A.; (2) The Maxwell School, Syracuse, U.S.A.; (3) Canadian Council of Urban and Regional Research, Ottawa, Canada; (4) The Urban Institute, Washington, U.S.A.; (5) Public Administration Service, Chicago, U.S.A.; (6) Local Autonomy College, Tokyo, Japan; (7) Planning Research Centre, University of Sydney, Australia; and (8) Urban Research Unit, Australian National University, Canberra, Australia.

Dr. K.S. Nayar (Team Leader), Shri B.M. Verma and Shri D.K. Kulkarni (Research Officer in Maharashtra Regional Branch, Bombay) were on 30-day tour, from July 2 to August 1, 1975, to Thailand in order to study a few aspects of agricultural administration in Thailand. Among other subjects, they studied: (1) policy-making for agricultural development; (2) organization of field administration for agriculture; (3) secretariat-field relations; (4) delegation and control; (5) coordination

of related services; (6) relationship between political and bureaucratic elements at the local level; and (7) budgetary innovations.

Another team consisting of Shrimati M. Lakshmiswaramma (Team Leader), Shri N.C. Ganguli and Shri M.K. Narain, were on a 30-day study tour from July 2 to August 1, 1975 to Malaysia for studying various aspects of agricultural administration.

C. FINANCES AND ACCOUNTS

During the year under report, the Institute received from the Ministry of Finance, Department of Expenditure, Government of India, a grant of Rs. 17,25,000 for meeting the recurring expenditure, as against Rs. 14,56,00 in the previous year. The increase in the quantum of the grant was primarily to enable the Institute to meet the salary of the staff previously recruited under the Ford Foundation grants. The Maintenance grant also included a sum of Rs. 50,000 for special repairs and improvement in the drainage system on the campus of the Institute. Grants-in-aid of Rs. 3,96,000 and Rs. 2,40,000 were received for the Centre for Urban Studies and for the training courses under the Executive Development Programme, from the Ministry of Works and Housing and the Department of Personnel and Administrative Reforms, respectively. The Department of Personnel and Administrative Reforms released a grant of Rs. 1,60,000 for meeting the recurring expenditure on Advanced Professional Programme in Public Administration and in addition, gave a non-recurring grant of Rs. 1,00,000 for the construction of two class rooms. A block grant of Rs. 1,65,000 was also received from the Department of Personnel and Administrative Reforms for the Refresher Courses for Under Secretaries. Grants-in-aid of Rs. 40,500 and Rs. 39,425 were received for the Research Projects "Slum and Squatter Colonies in Kanpur City" and "Problems of Pensioners" from the National Buildings Organisation and the Department of Social Welfare, Government of India respectively. Thus the total receipts of the year 1975-76 from Government of India and the internal resources amounted to Rs. 37,56,760 only.

The expenditure out of the recurring grant received by the Institute from Government of India and the internal resources of

the Institute (Rs. 26,13,471) was broadly on the following items :

	(Rs.)
1. Establishment	16,00,738
2. Research, Seminars, Conferences and Essay Prize	12,754
3. Library books, periodicals and equipment	1,38,703
4. Publication	1,77,006
5. Promotion of Branches' Activities	60,348
6. Maintenance of Building, Hostel, Campus, Rents, Rates & Taxes and Water & Electricity charges	2,62,947
7. Office expenses	1,31,420
8. Services & Supplies, Furniture, Equipment, Meetings - T.A. & Misc.	2,29,555

Expenditure against other major activities of the Institute from the grants was as under :

	(Rs.)
1. Centre for Urban Studies	3,93,109
2. Executive Development Programme	2,34,282
3. Advanced Professional Programme in Public Administration	1,85,293
4. Refresher Course for Under Secretaries	1,29,137
5. Research Project—Slum & Squatter Colonies in Kanpur City	12,036
6. Research Project—Problems of Pensioners	30,622

The unspent balance of other grants for the year amounting to Rs. 1,49,200 only was carried forward for expenditure during the current year (1976-77).

Ford Foundation Grant-IV (68-708) for Training, Research & Consultancy

The position with regard to Ford Foundation Grants as on March 31, 1976, was as under :

A credit balance of Rs. 1,19,321.56 was brought forward from the previous year for expenditure in dollars on specified items such as "Graduate Training Abroad" and "Short Duration Overseas Travel and Study". Expenditure incurred during the year out of the

above grant amounted to Rs. 1,04,437.85 and the balance of Rs. 14,883.71 has been carried forward. This balance is committed for the return Air Passage of Dr. K.L. Handa and Dr. N.K.N. Iyengar and the dissertation fee payable in respect of Dr. Vaid Prakash.

Ford Foundation Grant V (690-0598) for Financial Management

A credit balance of Rs. 1,36,283.36 was carried forward from the previous year for expenditure in dollars. This balance was fully utilized during the year and the account of the grant has been settled.

Total Payments

Total payments on account of all the activities of the Institute during the year, including payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and Government of India amounted to Rs. 44,92,142.95, excluding closing balances vide Balance Sheet, the Income & Expenditure Account and the Receipts and Payments Account (Appendix IV).

M/s. Thakur, Vaidyanath Aiyar & Co., continued to work as Honorary Auditors of the Institute.

During the year under report, the Institute was able to cross the hump and the financial position of the Institute is fairly satisfactory. The Institute was able to find money for the badly needed special repairs and improvements in the drainage system on the campus of the Institute and for construction and furnishing of two additional class rooms. The Income and Expenditure Account shows an excess of Income over Expenditure by Rs. 76,039.77 paise.

D. ACKNOWLEDGEMENTS

Thanks to the unstinted support and encouragement given by Shri Jagjivan Ram, Chairman of the Institute, Shri B. Sivaraman, Member, Planning Commission, Dr. B. Venkatappiah, Chairman of the Standing Committee and the interest shown

by Dr. Ajit Mozoomdar, Secretary, Expenditure, Ministry of Finance, the financial position of the Institute has considerably improved. The Ministry of Finance has shown a lot of understanding and evinced interest in the present and future plans of the Institute. We are also beholden to the Ministry of Works & Housing for giving a grant for the Institute's Centre for Urban Studies. The Centre now enjoys a permanent status and will be getting recurring grants for its various activities.

We are particularly thankful to the Department of Personnel and Administrative Reforms, Cabinet Secretariat, for their continuous support in our training programmes especially the Advanced Programme in Public Administration. They have always been helpful and have extended their cooperation for our activities whenever we approached them. We are particularly grateful to Shri B.D. Pande, Cabinet Secretary, and Shri R.K. Trivedi, Secretary, Department of Personnel & Administrative Reforms, who have always shown keen interest in the activities of the Institute and lent a helping hand to solve many of our problems.

Our thanks are due to the Department of Social Welfare and the National Building Organization for placing funds for undertaking research projects. We are thankful to the Ford Foundation for giving us generous grants which contributed a lot to the strengthening our training, research and consultancy activities.

We have always found the Indian Council for Social Science Research willing to assist us in funding our research projects for which we are deeply indebted to them.

Our thanks are also due to Bharat Heavy Electricals Ltd., especially its Chairman, Shri V. Krishnamurthy, who enabled us to undertake training programmes for their officers. Negotiations are being conducted with them for further such programmes.

We are particularly thankful to our members for their cooperation and support. The increase in membership is indicative of the members' growing interest in the activities of the Institute. Steps have been taken to reactivate the regional/local branches. Activities of Madhya Pradesh, Maharashtra, Rajasthan and Tamil Nadu Regional Branches are worthy of mention.

We are also deeply indebted to the Ministries of External Affairs and Education which responded very favourably to our

proposal with regard to forging links with East European countries, thereby encouraging and developing the bilateral contacts and exchanges between the departments of universities and our Institute for higher learning and research. In this connection, we had the full support and assistance of Shri Krishan Chand, Lt. Governor of Delhi. This has resulted in the inclusion of the name of the Institute in cultural pacts with some of the East European countries.

We greatly appreciate the contribution made by our faculty members particularly Prof. V. Jagannadham who functioned as Interim Director after Prof. Ishwar Dayal's departure. The members of the faculty having been formed into areas of specialization for better intra and inter academic interaction, the quality of training and research programmes will be further enhanced as this will provide opportunities for sharing thoughts and experience with other members. The administrative staff has always borne the brunt of heavy work cheerfully; but for their very hard labour, the Institute would not have been able to perform its various activities effectively and efficiently.

APPENDIX I

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

PATRON

Shri Fakhruddin Ali Ahmed
President of India

EXECUTIVE COUNCIL

President

Shri B.D. Jatti
Vice-President of India

Chairman

[illegible]

Vice-Presidents

Shri Krishan Chand Lt. Governor of Delhi, Delhi.

Shri M. Karunanidhi

Shri Om Mehta

Minister in the Ministry of Home Affairs,
Department of Personnel and Administrative
Reforms and Parliamentary Affairs, Govern-
ment of India, New Delhi.

Shri Ram Niwas Mirdha
Minister of State for Supply & Rehabilitation,
Government of India, New Delhi.

Shri V.P. Naik Former Chief Minister of Maharashtra,
Bombay.

Shri K. Brahmananda Reddy Union Minister for Home Affairs, Government of India, New Delhi.

Honorary Treasurer

Prof. M.V. Mathur

Director, National Staff College for Educational Planners and Administrators, New Delhi.

Members

Dr. R.S. Arora

Project Director, Trade Development Authority, New Delhi.

Shri N.H. Atthreya

Governing Director, Modern Management Counsel, Bombay.

Shri M.K. Chaturvedi

Chairman & Managing Director, Madhya Pradesh State Industries Corporation Ltd., Bhopal.

Shri T.N. Chaturvedi

Chief Commissioner, Chandigarh.

Shri Chinubhai Chimanbhai

Chairman, IIPA Gujarat Regional Branch, Ahmedabad.

Prof. V. Jagannadham

Professor of Social Policy and Administration, IIPA, New Delhi.

Prof. Shanti Kothari

M.L.A. (Rajasthan).

Shri V. Krishnamurthy

Chairman, Bharat Heavy Electricals Ltd., New Delhi.

Shri B.C. Mathur

Revenue Divisional Commissioner, Southern Division, Berhampur (Orissa).

Dr. Ajit Mozoomdar

Secretary, Department of Expenditure Ministry of Finance, Government of India, New Delhi.

Prof. M.A. Muttalib

Professor & Head of the Department of Public Administration, Osmania University, Hyderabad.

Shri W.G. Naidu

Senior Training Officer (Management Development), Bharat Heavy Electricals Ltd., Bhopal.

Shri Govind Narain

I.C.S. (Retd.), New Delhi.

Shri H.M. Patel	Member of Parliament, D/251, Vinay Marg, New Delhi.
Dr. Bharat Ram	Managing Director, Delhi Cloth & General Mills Co. Ltd., Delhi.
Shri C.A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, Madras.
Shri S. Ramamoorthi	Commissioner, Sales Tax, Bombay.
Shri G.V.K. Rao	Chief Secretary, Government of Karnataka, Bangalore.
Shri M. Subramanian	Secretary, Government of Maharashtra, Industries, Energy & Labour Department, Bombay.
Shri V. Subramanian	Secretary, Planning Department and Addi- tional Development Commissioner, Govern- ment of Maharashtra, Bombay.
Prof. M.J.K. Thavaraj	Professor in Financial Administration IIPA, New Delhi.
Shri R.K. Trivedi	Secretary, Department of Personnel & Administrative Reforms, Government of India, New Delhi.
Dr. B. Venkatappiah	Chairman, Rural Electrification Corporation Ltd., New Delhi.
Shri K. Venkataraman	Industrial Information Officer, UNIDO, Vienna.
Dr. Ram K. Vepa	Small Industries Adviser, Government of Sri Lanka.

Director & Member-Secretary
Shri R.N. Haldipur

APPENDIX II

ACADEMIC AND SENIOR ADMINISTRATIVE STAFF

(As on March 31, 1976)

DIRECTOR

Shri R.N. Haldipur

PROFESSORS

Prof. A P Barnabas	Professor of Sociology and Administration
Prof. M Bhattacharya	Professor of Organizational Analysis, Structure and Research in Field and District Administration
Prof. A Datta	Professor of Urban Administration and Development and Municipal Finance
Prof. S.K Goyal (on leave)	Professor of Economic Administration
Prof. V. Gupta	Professor of Computer Application
Prof. V. Jagannadham	Professor of Social Policy and Administration
Prof. S R. Maheshwari	Professor of Political Science and Public Administration
Prof. Kuldeep Mathur	Professor of Behavioural Sciences
Prof. J. K. Ray	Professor of Behavioural Sciences
Prof. Kanti Swarup	Professor of Operations Research
Prof. M.J.K. Thavaraj	Professor of Financial Administration
Prof. S.P. Verma (on leave with effect from January 5, 1976)	Professor of Behavioural Sciences

CONSULTANTS

Shri A.P. Saxena
(joined on January 3, 1976)

Consultant

Shri M. Thyagarajan

Programme Consultant (Project Planning
and Control)

READERS

Dr. B.N. Gupta

Reader in Economics

Dr. K.N. Kabra

Reader in Economics

Dr. Jaideep Singh

Reader in Behavioural Sciences

Shri N.S.F.B. Tyabji

Reader in Operations Research

SENIOR MANAGEMENT ANALYSTS

Shri G.K. Amar

Shri J.C. Kapur

Shri R.K. Sachdeva

LECTURERS

Shri M.K. Balachandran

Dr. K.L. Handa

Dr. N.K.N. Iyengar

Shri D.D. Malhotra (on leave)

Shri Sudipto Mundle

Dr. Vaid Prakash

Dr. R.B. Puri

TRAINING/RESEARCH ASSOCIATES

Shrimati M. Lakshmiswaramma

Shri B.R. Sharma

Dr. R.K. Tiwari

STATISTICIANS

Shri N.C. Ganguli

Shri K.S.R.N. Sarma

RESEARCH ASSISTANTS

Kumari Shanta Kohli
(Temporary Research Associate)

Shri Raj Kumar Nandy

Shri M.K. Narain

Dr. K. Sadasivan Nayar

Shri B.M. Varma

SENIOR ADMINISTRATIVE STAFF

Shri R.G. Mulgund

Registrar

Shri Mohinder Singh

Librarian

Shri N.R. Gopalakrishnan

Assistant Editor

Shri R.N. Sharma

Deputy Librarian

Shri V. Ramakrishnan

Assistant Registrar (Office of Academic Activity)

Shri A.S. Nagai

Assistant Registrar (Accounts)

Shri S.K. Kohli

Assistant Registrar (Administration)

Shri B.B. Malhotra

Private Secretary to Director

Shri Om Anand

Supdt. (Publications)

Shri Hari Satya Paul

Supdt. (Maintenance)

Shri P.K. Sharma

Supdt. (Hostel)

Shri M.K. Gaur

Editorial/Newsletter Assistant

APPENDIX III

ACADEMIC CONTRIBUTIONS OF THE MEMBERS OF THE FACULTY

DIRECTOR

R.N. Haldipur (September 1 to March 31, 1976)

Training

Was associated with the organization of the Second Course on Diagnosing Human Behaviour in Administration held from February 5-7 at IIPA.

Research

'Creating a culture of organizational sensitivity in Government Ministries/Departments' being conducted in collaboration with the National Labour Institute (in progress)—The study aims at building up a culture designed to give improved service, based on the reactions of a cross section of employees in selected ministries/departments.

Publications

Articles/Papers

1. 'The Citizen, Society and Decision-making', *Indian Journal of Public Administration*, Vol. XXI, No. 3, July-September, 1975.
2. 'Bureaucracy's Response to New Challenges', *Indian Journal of Public Administration*, New Delhi, Vol. XXII, No. 1, January-March, 1976.
3. 'The New Socio-economic Order and Attitudes of Public Servants' — a paper submitted at the Sixth Training Conference held in Delhi on January 22-23, 1976.

Other Activities

- (i) gave a talk on 'Democratic Decentralization and Criminal Justice' at the Institute of Criminology and Forensic Science on September 25, 1975.
- (ii) was invited to speak on 'Tax Payers' Compliance' by the Federation of Indian Chambers of Commerce & Industry at their 10th All India Conference of Tax Executives on October 18, 1975.

- (iii) addressed on November 14, a session on 'Decision-making through participative management' in a seminar on Decision-making which was organized by the Fertiliser Corporation of India for its chief executives.
- (iv) addressed the participants of the Workshop on 'Manpower Productivity and Incentives : Get more out of the Man' organized by the Management Development Institute on the topic 'Understanding oneself to understand others—significance of 'T' groups' on November 18.
- (v) participated in the Fourth International Training and Development Conference held in New Delhi from November 16-20, 1975 and presided over one of the sessions on 'New Horizons and Strategies for Human Resources Development'.
- (vi) delivered on November 26 and 27, four lectures on Community Development and Panchayati Raj in the capsule course on Local Government organized for the IAS Probationers undergoing training at Lal Bahadur Shastri National Academy of Administration, Mussoorie.
- (vii) addressed the gathering convened by the IIPA Maharashtra Regional Branch at Bombay on 'Models and Motivation' on November 24, 1975 during his visit to Bombay.
- (viii) gave three talks on: (i) Administrative Coordination, (ii) Decision-making in Government, and (iii) Personal and Inter-personal Behaviour on December 4 and 5 at Simla in the fifth foundation course for the officers of Himachal Pradesh Government.
- (ix) addressed on January 2, 1976, the participants of the course for officers of North Eastern Region on Educational Planning and Administration being organized by the National Staff College.
- (x) participated in the Seminar on 'Administration and Challenges of Change' organized by the Social Science Research Centre and the Department of Public Administration, Rajasthan University at Jaipur on January 17.
- (xi) invited by the Western Railway Staff College, Baroda to deliver a series of talks on February 9 and 10.

PROFESSORS

A.P. Barnabas

Training

Courses Conducted

1. First Course in Tribal Development Administration (July 7-19, 1976).
2. Second Course in Tribal Development Administration (February 24-March 6, 1976).

3. Twelfth Course in Development Administration (October 16-28, 1975).

Research

Evaluation of Rural Water Supply—in progress.

Consultancy

Evaluation of the programme of supply of drinking water to rural areas for an international organization and a department of the Government of India—completed.

Seminars/Conferences

1. Contributed a paper on Assessment of Family Planning Programme in India, Kuala Lumpur (June 1975).
2. Contributed a paper on Rural Drinking Water Supply Programme, Ministry of Works and Housing, Hyderabad (April 1975).

Publications

Articles

1. 'Bureaucracy and the Poor', *Indian Journal of Public Administration*, July-Sept., 1975.
2. 'Policy and Performance in Family Planning', *Social Action*, Vol. 26, April-June, 1976.

Mohit Bhattacharya

Training

Courses Conducted

1. First Course for Corporation Councillors (April 21-25, 1975).
2. Fourth Course on Municipal Management (July 14-26, 1975).

Research

Articles

1. Integrated Delivery System for Social Services (with Prof. V. Jagannadham)—completed.
2. Top Management in the Police (with Prof. Kuldeep Mathur)—in progress.
3. Local Government System in India: Municipal Government (jointly with Prof. A. Datta) for the Asian Centre for Development Administration, Kuala Lumpur—completed.

Consultancy

Work for a public sector undertaking in Organizational Structure and inter-linkages (with Prof. Kuldeep Mathur)—in progress.

Seminars/Conferences

1. Development Plans and Their Implementation, IIPA, New Delhi (May 3-4, 1975).

Publications

1. 'Bureaucratic Rules and Behaviour', *Administrative Change*, Vol. 3, No. 1, 1975.
2. 'Emergency Administration : A Study of Drought-Relief Operations in Indian States', *Journal of Administration Overseas*, No. 3, 1975.
3. 'Leisure Time Activities in Developing Countries', *Ekkistics*, July, 1975.
4. 'Metropolitan Government: Some Foreign Models', *Nagarlok*, April-June, 1975.
5. 'Higher Government Support to Municipal Public Services', *Nagarlok*, July-September, 1975.
6. 'Urbanization and Urban Problems: Some Policy Issues', *Nagarlok*, October-December, 1975.
7. 'Behavioural Implications of Citizen-Administration Relationship—Some Tentative Hypotheses', *Indian Journal of Public Administration* (Special Issue on Citizen and Administration), 1975.
8. 'Distributive Aspect of Urban Water Supply', *Nagarlok*, January-March, 1976.

Book

1. District Administration (with Prof. Ishwar Dayal and Kuldeep Mathur), New Delhi, MacMillan, 1976.

A. Datta

Training

Courses Conducted

1. Sixth Course on Municipal Budgeting and Finance (Sept. 15-Oct. 4, 1975).
2. Second Course on Valuation and Assessment for Property Taxation (October 20-31, 1975).

Research

1. Local Government System in India : Municipal Government (jointly with Dr. M. Bhattacharya) for the Asian Centre for Development Administration, Kuala Lumpur—completed.

Seminars/Conferences

1. Management of Urban Utilities (CUS), IIPA, New Delhi (February 12-13, 1976).
2. Social Indicators for Urban Development (CUS), IIPA, New Delhi (March 26-27, 1976).

Publications

Articles

1. 'An Outlook for Municipal Finance Commissioners', *Nagarlok*, July-September, 1975.
2. 'Public Policy for Urban Utilities', *Nagarlok*, January-March, 1976.

Books

1. *Formulating Policy in Government of India* (with Ishwar Dayal, Kuldeep Mathur and Utpal K. Banerjee), Delhi, Concept, 1976.
2. 'Administration for Urban Development', in V.A. Pai Panandikar (ed.), *Development Administration in India*, Madras, Macmillan, 1975.

Virendra Gupta

Training

Courses Conducted

1. Fourth Course on Computers in Management (November 5-15, 1975).
2. Second Course on Computer Applications in Law & Order Administration with Shri S.K. Sharma, Deputy Director, Lal Bahadur Shastri National Academy of Administration (Jan. 28-Feb. 7, 1976).
3. First Course on Computer Systems, Analysis and Design (March 15-31, 1976).

Case Studies

1. A Case on Card Design for the Directorate of Industrial Revenue (for a State Government) (with Shri G.K. Amar)—completed.

2. Assessment of Workload for the Directorate of Industrial Revenue (for State Government) (with Shri G.K. Amar)—completed.
3. Demonstrational Programme for Computerized Financial Accounting, Budgeting and Control—completed.

Consultancy

Development of a computer based Management Information System for a public sector undertaking (with Shri G.K. Amar)- in progress.

Seminars/Conferences

1. Computer Based Management Information Systems, SIET, Hyderabad (September 11-13, 1975)
2. Towards the Evolution of Information Systems for National Development, INSDOC, New Delhi (December 8-9, 1975).
3. Monitoring Information and Control Systems—All India Management Association and Bureau of Public Enterprises, New Delhi (March 1976)
4. Presented a paper on Objectives of Governmental Information Systems (co-author Shri G.K. Amar) at the Annual Convention, 1976, of the Computer Society of India, Hyderabad (January 1976).

Publications

Articles

1. MIS Design in Practice—Some Reflections (co-author Shri G.K. Amar), *Chartered Secretary*, October, 1975.
2. Courts and Computers (co-author Shri Deepak Gupta), *Journal of the Indian Law Institute*, Vol. 17, No. 3, July-Sept., 1975.

Other Academic Activities

Elected as member of the National Executive Committee of the Computer Society of India as representative for Region-I, Northern India.

V. Jagannadham

Training

Courses Conducted

1. Training of Trainers—course organized in the IIPA in collaboration with the Centre for Research & Training in Public Cooperation (August, 1975).

2. Workshop on Training Methods and Techniques (with Mr. William Wood, UN expert) sponsored by the Department of Personnel & Administrative Reforms, UNDP and the IIPA (August 25-29, 1975).
3. New Dimensions in the Management of Human Resources (with Dr. Jaideep Singh) (March 1-6, 1976).

Research

1. Integrated Delivery System for Social Services (with Prof. M. Bhattacharya)—completed.
2. Problems of Pensioners in Delhi (with Dr. C.M. Palvia and Kumari Shanta Kohli) - in progress.
3. Survey of Slum & Squatter Settlements in Kanpur City—(with Dr. C.M. Palvia)—in progress.

Seminars/Conferences

1. Parliamentary Democracy in India—Christian Institute for the Study of Religion and Society and the National Council of YMCAs of India, New Delhi (April 1975).
2. Planning & Development of Urban Areas (CUS), IIPA, New Delhi (May 1975).
3. Integrated City Development (CUS), IIPA, New Delhi (August 1975).
4. Role of the Public in Removing the Stigma from Under-Privileged Classes, Institute of Criminology & Forensic Science, New Delhi (October 1975).
5. Coordination of Police, Judicial & Correctional Institutions, Institute of Criminology & Forensic Science, New Delhi (December, 1975).
6. Social Change & Social Development, Indian Association of Trained Social Workers (Dec. 1975-Jan. 1976).
7. Political Science Seminar, Lady Shri Ram College, New Delhi (January 1976).
8. Social Indicators for Urban Development (CUS), IIPA, New Delhi (March 1976).
9. 13th Conference of Chairmen of State Social Welfare Advisory Boards (September 1975).
10. International Conference on Training & Development (November 1975).
11. Sixth Annual Conference on Training, Training Division, Department of Personnel & Administrative Reforms, New Delhi (January 1976).

Publications

Articles

1. *Major Issues in Social Policy* : Proceedings of the Seminar on Social Change and Social Development.
2. *Management of Social Policy in 2000 A.D.* : The Futuribles Group of Science & Technology Department, Government of India, New Delhi.
3. *Purpose of Training Types, Methods, Techniques and Skills of Training* : Workshop on Training by the Department of Personnel & Administrative Reforms, UNDP & IIPA.

Other Academic Activities

Associated with the Department of Social Welfare on their Research Advisory Committee, Selection Committee and Editorial Committee of the Encyclopaedia of Social Work.

Associated with the Department of Social Welfare on their Editorial Committee for revising the book on Social Legislation in India.

S.R. Maheshwari

Training

Courses Conducted

1. Second Course on Personnel Policies and Practices (Aug. 26-Sept. 6, 1975).
2. Thirteenth Course on Administrative Leadership and Behaviour (February 6-28, 1976).

Seminars/Conferences

1. Contributed a paper, 'Crisis Administration in India', at the Third Annual Conference of the Indian Public Administration Association, Sagar (April 4-6, 1975).
2. 'Federalism', the United States Information Service and the Department of Political Science of the Panjab University, Chandigarh (January 28-30, 1976).
3. Fourth Annual Conference of the Indian Public Administration Association, Nagpur (March 27-30, 1976).

Publications

Articles

1. 'Problems of Public Administration in Bangladesh', *The Indian Journal of Political Science*, Vol. XXXVI, No. 4, October-December 1975.

2. 'Constituency Linkage of National Legislators in India', accepted for publication in *Legislative Studies Quarterly* (published by Comparative Legislative Research Centre, University of Iowa) in its August 1976 issue (Vol. I, No. 3).

Books

1. 'Central Government' and 'State Governments and Union Territories' chapters contributed to *The Gazetteer of India*, Vol. IV (in co-authorship) (in press).
2. 'The North Eastern Region : Politics of Late Coming', in Iqbal Narain (ed): *State Politics in India*, Meerut, Meenakshi Prakashan, 1976.
3. Contributed an 'Introduction to Sir George Chesney : Indian Polity', reprinted by the Concept Publishing House, New Delhi, 1976.
4. *President's Rule in India*, New Delhi, Macmillan (in press).

Kuldeep Mathur

Training

Courses Conducted

1. Refresher Programme for Under Secretaries to the Government of India (July 28-Sept. 20, 1975).
2. Management Development Programme for Under Secretaries to the Government of India (Jan. 5-Feb. 21, 1976).

Research

1. Top Management in the Police (with Prof. M. Bhattacharya)—in progress.
2. Motivation of Civil Servants in the Central Secretariat (with National Labour Institute)—in progress.
3. Food Management in India (with Sudipto Mundle) --in progress.

Consultancy

1. Work for a public sector undertaking in Organizational Structure and Inter-linkages (with Dr. M. Bhattacharya)—in progress.

Seminars/Conferences

1. Presented a paper at a seminar on Approaches to Rural Development, Asian Centre for Development Administration, Kuala Lumpur, 1975.

2. Presented a paper at a seminar on Administration and Challenges of Change, Rajasthan University, Jaipur, 1976.
3. Seminar on Political and Economic Determinants of Federalism, Panjab University, Chandigarh, 1976.

Publications

Article

1. Rural Development Plans, *Times of India*, March 4, 1976.

Books

1. *Dynamics of Policy-making in Government of India*, Delhi, Concept, 1975 (co-author).
2. *District Administration A Survey for Reorganization*, Delhi, MacMillan, 1976 (co-author).

Jayanta Kumar Ray

Training

Courses Conducted

First Course on Policy Formulation and Implementation (with Dr. Vaid Prakash), March 8-19, 1976.

Research

The Indian Administrator: Sketches from Experience--in progress.

Seminars, Conferences

1. Problems of Asian Security, Centre for Strategic and International Studies, Jakarta, and Institute for Defence Studies & Analyses, New Delhi (April 23-25, 1975).
2. Parliamentary Democracy in India, The Christian Institute for the Study of Religion and Society and the National Council of YMCAs of India, New Delhi (April 26-27, 1975).
3. Southeast Asia and the Great Powers, National Defence College, New Delhi (July 8, 1975).

Publications

Articles

1. 'The American Bureaucratic Establishment', *The Indian Journal of Public Administration*, (April-June 1975).

2. 'America in Vietnam : A Study of Entrenched Interests', *India Quarterly* (April-June, 1975).
3. 'US Involvement in Vietnam : A Retrospect', *Foreign Affairs Report*, May, 1975.
4. 'Myths and Realities in Public Policy', *The Institute of Defence Studies & Analyses Journal*, July-September, 1975.

Book Reviews

1. Nari Rustomji, 'Enchanted Frontiers,' *The Indian Journal of Public Administration*, October-December, 1975.
2. Rounaq Jahan, 'Pakistan: Failure in National Integration,' *India International Centre Quarterly* (October-December, 1975).
3. V.V. Nagarkar, 'The Genesis of Pakistan'. Mohammed Ayoob, 'India, Pakistan and Bangladesh'. *Sunday Standard* (New Delhi), 14 December, 1975.

Books

1. *Public Policy and Global Reality*, New Delhi, Radiant Publishers, 1976.

Kanti Swarup

Training

Courses Conducted

1. Second Course on Role of Operations Research in Decision-Making (April 28-May 9, 1975).
2. First Course on Material Planning (November 6-11, 1975).
3. First Course on Material Management (August 25-30, 1975).
4. First Course on Operations Research and Behavioural Science (with Dr. Jaideep Singh) (February 11-21, 1976).
5. Programme on Management Techniques for BHEL (Finance Group) (January 27-Feb. 7, 1976).

Research

Allocation and Utilition of Police Force—in progress.

Consultancy

1. A Network based Materials Planning and Inventory Control System for a Public Sector Undertaking—completed.
2. Utilization of Vehicles and Material Management in a Government Department—in progress.

Seminars/Conferences

1. Contributed a paper at the Annual Conference of Operational Research, Society of India, Bombay (December 22-24, 1975).
2. International Conference of O.R. in Defence System at Delhi.
3. Social Indicators for Urban Development (CUS), IIPA, New Delhi (March 26-27, 1976).

Publications

1. "Time Minimizing Solid Transportation Problem" (with Puri and Bhatia) accepted in 2 AMM, 1976 (M.O.S.)
2. "Complementary Programming with Linear Fractional Objective Function" (with K.C. Garg), accepted for publication in *Cahiers de Centre* 1976.
3. "Goal Programming Approach to Petro-chemical Problem" (with M.S. Tyagi), *Journal of Chemical Engineering*, Nov. 1975.

M.J.K. Thavaraj

Training

Courses Conducted

1. First Advanced Professional Programme in Public Administration (Sept. 1, 1975-May 31, 1976).
2. Tenth Course on Budgeting and Financial Control (with Dr. K.I. Handa), (October 16-31, 1975).
3. Fourteenth Course on Performance Budgeting (April 28-May 9, 1975).
4. Seventh Special Course on Performance Budgeting for Public Undertakings (February 11-16, 1976).

Research

1. Effect of Tax Concessions and Deductions in Personal Income-Tax on Different Income Groups (with Mrs. M. Lakshmiswaramma)—in progress.

Publications

Articles and Papers

1. 'Behavioural Aspects of Performance Budgeting', *Bulletin of the Delhi Management Association*, November 1975.
2. 'Capacity Utilization and Profitability' (Jointly with Meena Gupta), *Productivity*, January, 1976.
3. 'Pricing and the Consumer', paper published as part of the proceedings of the Eighteenth All India Cost Conference of the Cost and Works Accountants Institute, February, 1976.

Other Academic Activities

1. Helped the Himachal Pradesh Institute of Public Administration to organize a course on Performance Budgeting.
2. Gave a series of six lectures in a course on Performance Budgeting and another six on Financial Management, both organized by the Department of Personnel and Administrative Reforms, New Delhi.
3. Gave a series of lectures on Performance Budgeting in a course organized by the National Productivity Council, Northern Region.
4. Delivered 20 lectures in other institutes such as The National Institute of Health Administration and Education, The Institute of Secretariat Training and Management, The Central Water and Power Commission, The Staff College of the Panjab and Sind Bank, The All India Management Association, etc.

S.P. Verma

Training

Courses Conducted

1. Tenth Course on Personnel Administration (with Dr. R.B. Puri), (December 22, 1975 to January 3, 1976).
2. Workshop on Case Studies and other Training Exercises (with Mr. William Wood), (September 8-10, 1975).

Publications

Articles

"Public Services in India : Need for Manpower Planning", *Journal of Political Studies*, Vol. IX, No. 1, Feb., 1976.

CONSULTANTS

A.P. Saxena (joined on Jan. 3, 1976)

Training

Courses Conducted

1. Programme on Management Techniques for BHEL Executives Trainees (Systems Group) (Feb. 9-21, 1976).

Case Studies

Inventory Investment in Public Enterprises— in progress.

Research

Identification of Functional Training Needs in a Government Department—An Approach Methodology in progress.

Consultancy

Work relating to a Central Government Department and Public Sector Undertakings—in progress.

Seminars/Conferences

1. Presented a paper on 'Attitudinal Change and Public Personnel—Role of Training' at the sixth Annual Training Conference, Department of Personnel and Administrative Reforms, New Delhi, Jan. 22-23, 1976.
2. Presented a paper on 'Training Function and Industrial Engineering' at the 18th National Convention of the Indian Institution of Industrial Engineering, New Delhi, March 11-13, 1976.

Publications

Articles

1. 'Administration and the Citizen—Some Issues in Decision-Making', *Indian Journal of Public Administration*, Vol. XXI, No. 3-II.

Other Academic Activities

Member Expert Group on Measurement of Productivity set up by the National Productivity Council.

M. Thyagarajan

Training

Courses Conducted

1. A capsule course on Project Management Techniques for the senior executives of State enterprises and Government departments, Government of Madhya Pradesh (May 25-June 7, 1975)
2. A Fourth special intensive practical course in Network Techniques and Performance Budgeting for public sector projects (November 12-December 6, 1975).
3. A Fifth special intensive practical course in Network Techniques and Performance Budgeting for public sector projects (January 12-28, 1976).
4. A Sixth special intensive practical course in Network Techniques and Performance Budgeting for Public sector projects (January 30-February 14, 1976).

Research

Applications of Network Techniques and Network Based Performance Budgeting in the Public Sector Undertakings and Government Departments- in progress.

Consultancy

Developing systematic project planning and control system for a public sector undertaking—completed.

ASSOCIATE PROJECT DIRECTOR

C.M. Palvia (Associate Director for the Project 'Survey of Slums and Squatter Settlements in Kanpur City').

Research

1. Pensioners and their Problems in Delhi (with Prof. V. Jagannadham and Kumari Shanta Kohli) -in progress.
2. Survey of Slums and Squatter Settlements in Kanpur City (with Prof. V. Jagannadham) -in progress.

Seminars/Conferences

1. Integrated Urban Development, (CUS), IIPA, New Delhi (September, 1975).
2. Public Utilities, (CUS), IIPA, New Delhi (November, 1975).

3. Contributed a paper on 'Evolution of Indicators of Urban Development' at the Seminar on Social Indicators for Urban Development, (CUS), IIPA, New Delhi, (March 26-27, 1976).
4. Administrative Problems of an Inflationary Economy, IIPA, New Delhi (October, 1975).
5. "Calcutta-2001", Indian Chamber of Commerce, Calcutta (April, 1976).

READERS

B.N. Gupta

Training

Courses Conducted

1. First Course on Finance for Non-Finance Executives (July 14-18, 1975).
2. Third Course on Financial Management Techniques (Dec. 3-12, 1975).
3. Second Course on Project Formulation and Appraisal (with Dr. K.N. Kabra) (Sept. 29-Oct. 10, 1975).

Research

Cost Behaviour and Price Policy in IDPL—dropped due to non-availability of data.

Consultancy

Costing and Budgeting System in a Public Sector Undertaking—completed. (The consulting team also organized training courses for the organization).

Seminars/Conferences

1. Presented a paper at the seminar on Efficiency in Passenger Road Transport Management, the Central Institute of Road Transport, New Delhi (Sept. 1-6, 1975).
2. Contributed a paper at the seminar on Management of Urban Utilities, (CUS), IIPA, New Delhi (Feb. 12-13, 1976).

Publications

Articles

'Long Range Planning in State Transport Undertakings', *State Transport*, Vol. 10, No. 4, Oct. 1975.

Other Academic Activities

Delivered lectures in the programmes organized by (1) the Delhi Administration, (2) the All-India Management Association, (3) the National Productivity Council, and (4) the Central Statistical Organization.

K.N. Kabra

Training

Courses Conducted

1. Second Course on Project Formulation & Appraisal (with Dr. B.N. Gupta) (Sept. 29-Oct. 10, 1975).
2. First Course on District Planning (Problems & Techniques) (Dec. 8-18, 1975).

Research

1. Urban Land and Housing Policies—in progress.
2. Projections for Indian Population and Economy in the year 2001—A Survey and Implications for Crime and Social Tensions—in progress.
3. Action Research Project for Redevelopment and Regeneration of Tajganj, Agra (with Shri Raj Kumar Nandy)—in progress.

Seminars/Conferences

1. Democracy in India: Challenges and Perspectives, Benaras Hindu University, Varanasi (April 3 to 6, 1975).
2. Presented a paper on *Urban Land Ceiling and Socialization of Urban Land* in a seminar on 20-Point Economic Programme, Christian Institute for the Study of Religion and Society, Bangalore, and the National Council of YMCAs (Dec. 13, 1975).
3. Annual Conference of the Indian Economic Association, Bhubaneswar (Dec. 27-31, 1975).
4. Presented a paper on 'Social Indicators for Urban Poverty' at a seminar on Urban Development, Social Indicators, (CUS), IIPA, New Delhi (March 26-27, 1976).
5. Presented a discussion paper (jointly with Dr. K.L. Handa) at the Annual Conference, IIPA, on 'Administrative Problems of an Inflationary Economy', October 1975.

Teaching

1. Extension lecture at IIPA on Budget and Plan Implementation, 21st April 1975.

Publications

Articles

1. 'Imperialism: Some Theories Reconsidered', *Marxist Miscellany* No. 1, Sept. 1975.
2. 'Indian Economic Development: Some Emerging Issues', *Secular Democracy*, Annual, 1976.
3. 'Fiscal Policy and Development Finance', *Economic Times*, 20 Feb., 1976.
4. 'Recent Trends in Fiscal Policy', *Mainstream*, March, 1976.
5. 'Promotion of Cottage and Small Industries', *Yojana*, July 15, 1975.

Books

1. Political Economy of Brain Drain, Arnold, Heinemann, New Delhi, 1976.
2. *Urban Land and Housing Politics: Ceiling and Socialisation*, New Delhi, Peoples' Publishing House, 1975.

Book Reviews

1. T.N. Dhar, 'Politics of Manpower Planning', *Journal of Higher Education*, Monsoon, 1975.
2. S. Goel, 'Education and Economic Growth', *Journal of Indian Education*, January, 1976.
3. Vimal Shah & C.H. Shah, 'Resurvey of Matar Taluka', *Indian Journal of Public Administration*, Jan-March, 1976.
4. Leo Jacobson and Ved Prakash, 'Metropolitan Growth; Public Policy for South & South East Asia', *Nagarlokh*, Oct.-Dec. 1975.

Other Academic Activities

Delivered lectures in Advanced Professional Programme in Public Administration, Under Secretaries Course, Development Administration Course, Policy Planning Course and Performance Budgeting Course.

Jaideep Singh

Training

Courses Conducted

1. Twelfth Course on Administrative Leadership and Behaviour (July 21-August 2, 1975),

2. Second Course on Operations Research and Behavioural Science (with Prof. Kanti Swarup) (February 11-21, 1976).
3. First Course on New Dimensions in the Management of Human Resources (with Prof. V. Jagannadham) (March 1-6, 1976).

Research

1. Dynamics of Change in an Academic Organization (with Prof. R.C. Goyal)—completed.
2. Dynamics of a Strike in an Urban Local Government Organization (with Shri M.K. Narain)—completed.

Seminars, Conferences

1. New Dimensions in Management, IIPA, New Delhi (Feb. 19-20, 1976).
2. Social Indicators for Urban Development (CUS), IIPA, New Delhi (March 26-27, 1976).

Publications

Articles

'A Psycho-behavioural Systematic Approach to Management Development', *Administrative Change*, Vol. 3, No. 1, July-Dec. 1975.

Book Reviews

Victor A. Thompson, 'Without Sympathy or Enthusiasm: The Problem of Administrative Compassion', *Management in Government*, Vol. VII, No. 3, Oct.-Dec., 1975.

Nasir Tyabji

Research

1. Stratification of Indian Business Groups—in progress.
2. Indian Nationalist Movement and the Development of Policies Towards Small Scale Industry—in progress.
3. Source Material Collected on the Role of the Ford Foundation in the Development of Small Industries Policy 1953-1965—in progress.

Consultancy

'Impact of Government Stores Purchase Operation' for a public sector undertaking—in progress.

Seminars/Conferences

Attended the Annual Conference of the Operational Research Society of India, Bombay (December 22-24, 1975).

SENIOR MANAGEMENT ANALYSTS

G.K. Amar

Training

Courses Conducted

Eighth Course on Introduction to Computers (June 3-13, 1975).

Case Studies

1. A Case on Card Design for the Directorate of Industrial Revenue (for a State Government) (with Prof. V. Gupta) completed.
2. Assessment of Workload for the Directorate of Industrial Revenue (for a State Government) (with Prof. V. Gupta)—completed.

Consultancy

1. Introduction of a New Railway Reservation System—completed.
2. A Computerized Management Information System for a Public Sector Undertaking, New Delhi (jointly with Prof. V. Gupta)—in progress.
3. Computerized Information System for a Wing of a Department of the Government of India (jointly with Prof. V. Gupta).

Seminars/Conferences

1. Towards the Evolution of an Information System for National Development INSDOC, New Delhi (December 8-9, 1975).
2. Presented a paper at the Annual Convention of the Computer Society of India (January 20-23, 1976).
3. Led a discussion at the National Seminar on Monitoring, Information & Control Systems, All-India Management Association and Bureau of Public Enterprises (March 18-23, 1976).
4. Objectives of Government Information Systems (co-author Prof. V. Gupta), paper presented at the Computer Society of India, Annual Convention (January, 1976).

Publications

'MIS Design in Practice: Some Reflections'—a paper presented at a Seminar at SIET Institute, Hyderabad, and published in *Chartered Secretary*, Oct. 1975.

R.K. Sachdeva

Training

Courses Conducted

1. Fourth Course on Introduction to Operation Research (July 23-August 2, 1975).
2. Fifth Course on Introduction to Operation Research (Nov. 19-December 2, 1975).

Consultancy

1. A consultancy assignment with a public sector undertaking (jointly with Shri M. Thyagarajan, Prof. Kanti Swarup & Dr. B.N. Gupta)—completed.

Seminars/Conferences

1. Presented a paper on Distribution Structure of Urban Utilities—A Design Model at the seminar on Urban Utilities (CUS), IIPA, New Delhi (Feb. 12-13, 1976).
2. Annual Conference of the Indian Institution of Industrial Engineers, New Delhi (March 11-13, 1976).
3. New Dimensions in Management, New Delhi (Feb. 19-20, 1976).

LECTURERS

M.K. Balachandran

Training

Courses Conducted

1. Fifth Course on Laws in Municipal Administration (November 17-29, 1976).
2. First Course on Urban Plan Administration (Feb. 23-March 6, 1976).

Research

1. A Study of Supreme Court Decisions relating to Municipal Administration since 1950—in progress.

2. Comparative Study of Municipal Acts—in progress.

Seminars/Conferences

Participated as a United Nations Fellowship holder in the twenty-fourth international course on Comparative Local Government organized by the International Union of Local Authorities at the Hague, Netherlands (August 27-October 22, 1975). The main theme of the course was Training for Local Government. As part of the training programme, visited England and Sweden also for studying how training programmes for local authority personnel were being carried out in those countries.

Publications

Articles

1. Land Acquisition and Implementation of Development Plans, *Nagarlok*, Vol. VII, No. 3, 1975.
2. Municipal Laws in India—Some Aspects, *Golden Jubilee Souvenir*, Parur Municipal Council (Kerala) 1975.
3. Recent Judicial Decisions, *Nagarlok*, Vol. VII, No. 2 & 3, 1975, and Vol. VIII, No. 1, 1976.

Book Reviews

1. R.D. Agarwal, 'Law of Municipal Corporations', *Nagarlok*, Vol. VII, No. 4, 1975.

K.L. Handa

Training

Courses Conducted

1. Tenth Course on Budgeting and Financial Control (with Prof. M.J.K. Thavaraj) (Oct. 16-31, 1975).

Seminars/Conferences

1. Contributed a paper for the annual conference held in October, 1975 on the topic: "Administrative Problems of an Inflationary Economy", IIPA, New Delhi (in co-authorship with Dr. K.N. Kabra).
2. Participated in the seminar on Management of Urban Utilities (CUS), IIPA, New Delhi (Feb. 12-13, 1976).
3. Contributed a paper at the seminar on Social Indicators for Urban Development (CUS), IIPA, New Delhi (March 26-27, 1976).

Publications

Articles

1. 'Citizens' Grievances and Treasury Reforms in India' (in co-authorship with Prof. M.J.K. Thavaraj), *Indian Journal of Public Administration*, (July-Sept. 1975).

N.K.N. Iyengar

Research

Drought Prone Areas Programme—in progress.

Other Academic Activities

Returned from U.S.A. in April 1976 after completing the Ph.D. programme at the Duke University.

Sudipto Mundle

Research

1. Strategy of Financing Economic Development—in progress.
2. Food Management in India (with Prof. Kuldeep Mathur)—in progress.
3. Incidence of Bonded Labour in India—in progress.

Seminars/Conferences

1. Annual Conference of the Indian Econometric Society (December, 1975).
2. National Labour Camp for Freed Bonded Labour, Palamau, Bihar (March 1976).
3. Management of Urban Utilities (CUS), IIPA, New Delhi, February, 1976.

Publications

1. Inter Sectoral Flow of Consumer Goods — Some Preliminary Results, *Econ. & Pol. Weekly*, Vol. X, No. 5-7, Annual No. 1975.
2. Misconceptions about Growth and Development—A Popular Critique, *Mainstream*, Vol. XIV, No. 29, March 20, 1976.
3. 'The Bonded of Palamau', *Econ. & Pol. Weekly*, Vol. XI, No. 18, 1976.

R.B. Puri

Training

Courses Conducted

1. Eleventh Course on Administrative Leadership and Behaviour (May 19-31, 1975).

2. Tenth Course on Personnel Administration (with Prof. S.P. Verma) (December 22-January 3, 1976).

Seminars/Conferences

1. Contributed a paper at the seminar on the Role of Public Services in the Present Situation, the Central Secretariat Service Association, New Delhi (Nov. 16, 1975).
2. Workshop on Manpower Productivity and Incentives—Getting the Best Out of Men, the Management Development Institute, New Delhi.

Publications

'Civil Servant as an Agent of Change', Souvenir of the Central Secretariat Stenographers' Service Association, November 16, 1975.

Other Activities

Was deputed to give a series of talks in the short term reorientation course (organised by the Ministry of Agriculture, Government of India) for the officers to the drought prone areas in Madhya Pradesh.

TRAINING/RESEARCH ASSOCIATES

M. Lakshmiswaramma

Training

Courses Conducted (As Training Associate)

Fourteenth Course on Performance Budgeting (April 28 to May 9, 1975).

Research

1. Effect of Tax Concessions and Deductions in Personal Income Tax on Different Income Groups (with Prof. M.J.K. Thavaraj)—in progress.
2. Agricultural Administration in Malaysia (jointly with N.C. Ganguly and M.K. Narain) preliminary report submitted.

B.R. Sharma

Research

A study of Need for Achievement, Need-Satisfaction and Self-Perception of Civil Servants— in progress.

Publications

Articles

1. Behavioural Sciences in Organizational Development—Classics, Concepts and Contributions, *Chartered Secretary*, Vol. V, No. 7, Oct. 1975.

2. 'Professionals in Organisation and their Motivation to Work', *Indian Management*, March, 1976.

Books

'Manual for the Battery of Pre-adolescent Personality Test', Varanasi, Psychological Centre, 1975.

R.K. Tiwari

Training

Courses Conducted (as Training Associate)

First Advanced Professional Programme in Public Administration, (September 1975 to May 31, 1976).

Case Studies

1. Attitude of Civil Servants Towards Their Job -completed.
2. Generalist & Specialist Relationship - completed.

Research

1. Citizen Grievances and Administration: An analytical Study of Grievance Redressal by the Commissioner, Food & Civil Supplies Studies Department, Delhi Administration—completed.
2. Identifying Training Needs of Deputy Secretaries in the Central Ministries of the Government of India—completed.
3. Public Distribution System—Delhi Model—in progress.
4. Governors in India—A Profile—in progress.

Seminars/Conferences

'Personnel Selection and Appraisal System', the Indian Statistical Institute, Calcutta, at New Delhi (April 17, 1976).

Publications

Articles

'Administration and Citizen Grievances', *Indian Journal of Public Administration*, Special Issue II, July-Sept., 1975.

STATISTICIANS

N.C. Ganguli

Training

Courses Conducted (as Training Associate)

1. First Advanced Professional Programme in Public Administration (September 1 to May 31, 1976).

2. Fifth Course on Introduction to Operations Research (November 19-December 2, 1975).
3. Course on District Planning (December 8-18, 1975).
4. Fifth Special Intensive Practical Course in Network Techniques and Performance Budgeting for Public Sector Projects (January 12-28, 1976).
5. Course on Management Techniques for BHEL Executives (Finance Group) (January 27-February 7, 1976).
6. Course on Management Techniques for BHEL (Systems Group) (February 9-21, 1976).

Research

Action Research Project of Redevelopment and Regeneration of Tajganj (with Dr. K.N. Kabra and Shri R.K. Nandy)—in progress.

K.S.R.N. Sarma

Training

Courses Conducted

1. Second Course on Techniques of Municipal Administrative Improvement (Dec. 1-20, 1975).

Research

1. Study of Metering on Municipal Water Supply—in progress.

Consultancy

Introduction of a new system of railway reservations.

Seminars/Conferences

Training Associate for the Senior Level Workshop on Implementation of Integrated Urban Development Programmes, organized jointly by Centre for Urban Studies of IIPA and the Town and Country Planning Organization, Government of India (August 5-14, 1975).

RESEARCH ASSISTANTS

Shanta Kohli

Research

Problems of Pensioners in Delhi (with Prof. Jagannadham and Dr. Palvia)—in progress.

Seminars/Conferences

Contributed a paper on Social Administration—with Special Reference to Child Welfare Administration at a Seminar on Problems of Social Administration in U.P. in the Perspective of National Development, Institute of Social Sciences, Agra University (April 9 and 10, 1976).

Publications

Article

Family Planning Programme in India—an Evaluatory Review, *Indian Journal of Preventive and Social Medicine*, Souvenir, Volume (7), March 1976.

Other Academic Activities

Received Post-graduate diploma in Social Policy and Administration from the University College of Swansea, South Wales, U.K. (1974-75).

Raj K. Nandy

Courses Conducted (as Training Associate)

1. Twelfth Course on Development Administration (October 16-28, 1975).
2. Second Course on Tribal Development Administration (Feb. 24-March 6, 1976).

Case Studies

Experimenting with Partial Mechanization of Municipal Department.

Seminars/Conferences/Workshops

Workshop on Designing a Participative System in Various Government Ministries (April 7-9, 1976).

Publications

Articles

"Social Scientists and Social Needs", *The Statesman*, New Delhi, January 4, 1976.

Other Academic Activities

Delivered lectures in various IIPA courses.

M.K. Narain

Research

Visited Kuala Lumpur as a team member to study agricultural administration in Malaysia and prepared a report on the subject jointly with Mrs. Lakshmiswaramma and N.C. Ganguly.

Local Government Administration in Urban India—Selected Readings (with R.N. Haldipur and B.M. Varma)—in progress.

K.S. Nayar

Training

Courses Conducted (as Training Associate)

First Advanced Professional Programme in Public Administration (Sept. 1975 to May 31, 1976).

Research

1. The Demands of Confederation of the Central Government Officers' Association and their Impact on Government Personnel Policies—completed.
2. Visited Thailand (July 1975) as the leader of a three-member team, to conduct a study on the problems of agricultural administration in Thailand and on return submitted report on the subject.

Publications

Articles

Bureaucracy in Changing Wheel, *Mainstream*, June 14, 1975.

B.M. Verma

Training

Courses Conducted (as Training Associate)

1. Second Course on Technique of Municipal Administrative Improvement (Dec. 1-12, 1975) as a field-coordinator for the study, Working of Octroi-Nakas of Agra Municipal Corporation.

Research

1. Conducted field enquiries and research on agricultural administration in Thailand with a research team (Dr. K.S. Nayar, D.K. Kulkarni of (Bombay branch) to Bangkok - July, 1975.

Submitted a research monograph on the "Problems of Agricultural Administration in Thailand" in collaboration of Dr. K.S. Nayar.

2. Local Government Administration in Urban India—Selected Readings (with Shri R.N. Haldipur and Shri M.K. Narain)—in progress.

Seminars/Conferences

1. Seminar on Management of Urban Utilities, IIPA, New Delhi (Feb. 12-13, 1976).

Submitted

A paper on 'The Role of the Panchayati Raj Leaders in Indian Village Development' to 1975 Summer Conference held at East-West Communication Institute, Hawaii (June, 1975).

**AUDITORS REPORT TO THE MEMBERS OF
THE INDIAN INSTITUTE OF PUBLIC
ADMINISTRATION, NEW DELHI**

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1976 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view:

- (1) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March 1976, and
- (2) In case of the Income and Expenditure Account of the Excess of Income over Expenditure for the year ended on that date.

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

THE INDIAN INSTITUTE OF PUBLIC

*Balance Sheet as at**As at
31st March
1975*

LIABILITIES

Rs.		Rs.	Rs.
GRANTS:			
3,50,208	As per Schedule 'A' attached		3,54,857.58
FUNDS:			
46,58,294	As per Schedule 'B' attached		48,67,177.66
DEPOSITS:			
	Security Deposits	22,021.51	
25,518	Other Deposits	<u>10,198.65</u>	32,220.16
LIABILITIES & PROVISIONS:			
2,34,807	As per Schedule 'C' attached		2,91,176.77
300	Receipts from I.A.M.R., New Delhi		178.84
<u>52,69,127</u>			<u>55,45,611.01</u>

*As per our Report*THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

ADMINISTRATION, NEW DELHI

31st March, 1976

As at

31st March

1975

ASSETS

Rs.		Rs.	Rs.
	Fixed Assets:		
	(As per Schedule 'D' attached)		
34,33,616	Gross block at cost	61,99,414.57	
	Less: Depreciation written off upto date	<u>27,10,969.17</u>	34,88,445.40
	Current Assets, Loans Advances		
	(As per Schedule 'E' attached)		
	Interest accrued but not due	12,877.47	
	Stock of Paper & Stationery	1,01,243.25	
	Sundry debtors	1,06,417.13	
	Cash and Bank Balances	12,14,442.19	
	Advances Accountable/Recoverable	1,62,932.88	
15,02,891	Amount recoverable from D.M.C.	1,73,648.00	
	Deposits	<u>29,145.00</u>	18,00,705.92
	Expenditure on I.A.M.R. Building		
121	Expenditure during the year		—
	Income & Expenditure Account		
	Excess of expenditure over income		
	(as per last account)	3,32,499.46	
3,32,499	Less: Excess of income over expenditure		
	(as per accounts annexed)	<u>76,039.77</u>	2,56,459.69
<u>52,69,127</u>	GRAND TOTAL.		<u>55,45,611.01</u>

of even date.

JAGJIVAN RAM
ChairmanR.N. HALDIPUR
Director & Ex-officio SecretaryM.V. MATHUR
Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' Forming Part of the Balance Sheet as at 31st March, 1976

<i>Sources</i>	<i>Amount as per Last Account</i>		<i>Receipts Adjustments during the year</i>		<i>Total</i>		<i>Expenditure Adjustments during the year</i>		<i>Balance</i>	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Ford Foundation Grant—IV	1,19,321.56	—	—	1,19,321.56	1,04,437.85	14,883.71				
F.F. IV—Interest	81,721.87	7,866.48		89,588.35	15,068.10	73,520.25				
Ford Foundation Special Grant for Financial Management	1,36,283.36	—	—	1,36,283.36	1,36,283.36	—				
Grant from M/Health & F.P. for Seminars on Family Planning Policy & Administration	12,682.51	—	—	12,682.51	—	12,682.51				
Asia Foundation for Guide to Sources of Modern Indian History	4,059.02	—	—	4,059.02	4,059.02	—				
Grant from UNICEF, New Delhi	3,408.50	—	—	3,408.50	3,408.50	—				
Ministry of Works & Housing, New Delhi for Centre for Urban Studies	117.76	3,98,215.82		3,98,333.58	3,93,108.77	5,224.81				
Grant for N.S.I.C. Research Project	3,189.31	—	—	3,189.31	273.25	2,916.06				
N.S.I.C. Consulting Assignment	(—)21,874.11	34,104.49		12,230.38	24,989.75	(—)12,759.37				

Seminar on Role of Small Scale Industries in the
Fifth Plan

Consulting Assignment for Bharat Gold Mines Ltd.,
Bangalore

693.72 — — 693.72 693.72 —

H.S.C.L. Assignment

(—)1,405.00

UNICEF Consulting Assignment

1,405.00

Consulting Assignment—International Airport
Authority India Ltd.

(—)6,213.48

BHEL Consulting Assignment

16,128.56

M.S.R.T.C. Assignment

285.12

Consulting Assignment for experiments regarding
System of Reservation of the Indian Railways

5,000.00

State Bank of Patiala Assignment

5,000.00

P&T Assignment

121.00

Course on Operations Research for Officers of
Dev. Corp., (M.P.) at Bhopal

60.10

Research Project—Integrated delivery System in Social
Sciences

(—)121.00

(—)60.10

4,198.35

455.48

(—)455.48

—

4.48

2,000.00

2,000.00

600.00

(—)600.00

—

14,558.00

14,558.00

539.14

14,018.86

(Continued)

Continued

<i>Sources</i>	<i>Amount as per Last Account</i>	<i>Receipts, Adjust- ments during the year</i>	<i>Total</i>	<i>Expenditure, Adjustments during the year</i>	<i>Balance</i>
Grant from NBO for Research Project—Slum & Squatter Colonies in Kanpur City	—	40,500.00	40,500.00	12,036.15	28,463.85
Department of Personnel, Cabinet Sectt. for Executive Development Programme	(—)3,715.24	2,40,000.00	2,36,284.76	2,34,282.23	2,002.53
Department of Personnel, Cabinet Sectt. for Refresher Course for Under Secretaries	(—)5,863.30	1,65,000.00	1,59,136.70	1,29,137.02	29,999.68
Department of Personnel, Cabinet Sectt. for Advanced Professional Programme in Pub. Admn.	—	2,60,000.00	2,60,000.00	1,85,293.21	74,706.79
Fourth Course on Computers & Management	—	16,000.00]	16,000.00	16,000.00	—
Course on New Dimensions in the Management of Human Resources	—	7,700.00	7,700.00	7,700.00	—
Seminar on New Dimensions in Management	—	3,000.00	3,000.00	3,000.00	—
3rd Course on Financial Management Tech.	—	20,000.00	20,000.00	20,000.00	—
Special course on Network Tech. & Performance Budtg for Madras Refineries, Madras	—	40,000.00	40,000.00	7,503.58	32,496.42
Course on Materials Management	—	2,800.00	2,800.00	2,800.00	—

Course on Finance for Non-finance Executives	—	20,150.00	20,150.00	20,150.00	—
Course on Operations Research & Behaviour Science	—	3,000.00	3,000.00	3,000.00	—
14th Course on Performance Budgeting	987.46	18,000.00	18,987.46	18,987.46	—
Course for Middle level Govt. Officials of Social Welfare Department	(—)1,572.88	1,572.88	—	—	—
Special Course on Management for State Govt. and State Public Sector Enterprises	—	42,000.00	42,000.00	42,000.00	—
4th Spl. Course on Network Tech. & Performance Budgeting for PSU	—	52,000.00	52,000.00	52,000.00	—
Grant from Deptt. of Social Welfare for Res. Project—Problems of Pensioners	—	39,425.00	39,425.00	30,622.10	8,802.90
Grant from ICSSR for Study of Response to Scarcity Conditions in Maharashtra	3,096.82	—	3,096.82	—	3,096.82
Grant from ICSSR for Res. Project—Social Welfare & its Admn. in Indian Setting	3,819.45	—	3,819.45	—	3,819.45
Grant from ICSSR for Study of Transformation of Kurukshehra University	2,264.23	—	2,264.23	2,511.37	(—)247.14
Vth Course in Network Tech. & Perf. Budget. for Public Sector Undertakings	—	28,800.00	28,800.00	28,800.00	—

Continued

Continued

<i>Sources</i>	<i>Amount as per Last Account</i>	<i>Receipts/Ad- justment dur- ing the year</i>	<i>Total</i>	<i>Expenditure/ Adjustment during the year</i>	<i>Balance</i>
Vth Course on Network Tech. & Perf. Budgetg. for Public Sector Undertakings	—	39,600.00	39,600.00	39,600.00	—
Grant from ICSSR for Bench Mark Studies in Field Admn. in India	6,395.29	—	6,395.29	6,395.29	—
Indian Council of Social Science Research for Fellowship	(—)1,787.00	1,787.00	—	—	—
Consulting Programmes & Workshop on Manage- ment Tech. for BHEL Executives	—	65,000.00	65,000.00	8,782.83	56,217.17
Consulting Assignment—Kerala Transformers & Electricals Ltd.	—	—	—	3,229.70	(—)3,229.70
Research Project—Policy Analysis & Develop- ment in India	(—)477.92	7,279.00	6,801.08	6,801.08	—
ACDA Project on Local Govt. System in India	—	—	—	100.00	(—)100.00
Bureau of Police Research & Development for Research Project on Police Management at top level	11,822.40	—	11,822.40	11,364.19	458.21

7th Spl. Course in Performance Budgeting for
Public Sector Undertakings

Management of Agriculture IIPA—ACDA Programme

Total

—	7,650.00	7,650.00	7,650.00	—
—	10,190.60	10,190.60	166.65	10,023.95
3,50,207.56	16,11,682.43	19,61,889.99	16,07,032.41	3,54,857.58

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B' forming part of Balance Sheet as at 31st March, 1976

*As at
31st March
1975*

RESERVES AND FUNDS

Rs.		Rs.	Rs.
	Life Membership Capital Fund:		
	As per last Accounts	73,928.25	
73,928	Add: Received during the year	67,969.50	1,41,897.75
	Building Fund:		
40,38,713	As per last Account	40,38,713.36	
	Add: Received during the year	55,235.19	40,93,948.55
	Staff Benevolent Fund:		
1540	As per last Account	1,540.00	
	Addition during the year	200.00	1,740.00
	Gratuity Reserve Fund:		
	As per last Account	4,12,992.12	
	Add: Amount provided during the year	30,300.00	
4,12,992	Interest received/accrued	37,164.60	4,80,456.72
	Annual School Prize Fund.		
	As per last Account	9,632.79	
9,633	Interest received/accrued	913.14	10,545.93
	Research Revolving Fund:		
	As per last Account	1,21,487.63	
1,21,488	Add: Interest received/accrued	17,101.08	1,38,588.71
46,58,294	TOTAL		48,67,177.66

THAKUR, VAIDYANATH
AIYAR & CO.
Chartered Accountants

M.V. MATHUR
Honv. Treasurer

R.N. HALDIPUR
Director & Ex-officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C' forming part of the Balance Sheet as at 31st March, 1976

*As at
31st March
1975*

LIABILITIES AND PROVISIONS

Rs.		Rs.
1,68,992	For Expenses	1,90,338.08
4,589	Unpaid Salaries	2,603.28
8,379	Subscription received in advance (IIPA)	10,861.88
29,714	Amount received from I.C.S.S.R. for Machine-room and for providing 10 K.V. Voltage Cable in the Hostel Bathroom	29,714.00
120	Amount payable to J & K Branch	—
10,559	Stale Cheque Account	8,351.48
7,894	Mess Charges	41,873.63
4,561	Honorarium payable to faculty for Consulting Assignment	7,434.42
2,34,808	TOTAL	2,91,176.77

THAKUR, VAIDYANATH
AIYAR & CO.
Chartered Accountants

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'D' forming part of the Balance Sheet as at 31st March, 1976

Particulars (1)	Cost Up to 31-3-1975 (2)	Additions, Adjustments during the year (3)	Total Cost (4)	Depreciation upto date (5)	Written down value as at 31-3-1976 (6)	Written down value as at 31-3-1975 (7)
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Lands & Buildings	37,28,165.21	83,296.76	38,11,461.97	11,69,819.70	26,41,642.27	26,24,330.31
Furniture & Fixture	3,42,233.18	431.44	3,42,664.62	2,05,944.16	1,36,720.46	1,45,015.86
Library Books	11,41,816.69	74,575.70 (—)5,827.64*	12,10,564.75	8,84,678.37 (—)5,037.90*	3,30,924.28	3,15,676.08
Office Equipment	2,60,108.15	12,649.20	2,72,757.35	1,71,470.33	98,287.02	1,01,896.78
Library Equipment	1,35,709.33	7,046.40	1,42,755.73	55,621.03	87,134.70	85,650.09
Film Projector	71,187.73	—	71,187.73	62,328.79	8,858.94	10,422.28
Air Condition Equipment	1,30,468.62	1,800.00	1,32,268.62	72,824.68	59,443.94	68,134.05
Stage Equipment (Auditorium)	39,885.06	—	39,885.06	31,618.96	8,266.10	9,724.82
Water Coolers	31,582.97	—	31,582.97	21,633.93	9,949.04	11,704.75
Motor Car	23,028.07	—	23,028.07	11,434.19	11,593.88	14,492.34

O & M Equipment	8,123.50	—	8,123.50	7,413.82	709.68	834.92
Garden Equipment	1,528.84	—	1,528.84	1,348.17	180.67	212.55
Sundry Equipment	403.05	—	403.05	259.19	143.86	153.04
Hostel & Mess Equipment	41,471.38	6,255.56	47,726.94	3,793.71	43,933.23	41,187.68
Bicycles	1,099.37	694.70	1,794.07	1,090.54	703.53	132.98
Equipment, Furniture for classrooms	—	32,566.80	32,566.80	—	32,566.80	—
Library Development	7,016.01	—	7,016.01	5,771.22	1,244.79	1,464.46
Gas Installation at Hostel Mess & Canteen	5,690.44	106.05	5,796.49	3,510.98	2,285.51	2,582.78
Training Aids & Equipments	—	16,302.00	16,302.00	2,445.30	13,856.70	—
TOTAL	59,69,517.60	2,35,724.61 (—)5,827.64	61,99,414.57	27,16,007.07 (—)5,037.90	34,88,445.40	34,33,615.77
Figures for the previous year	58,33,336	1,36,182	59,69,518	25,35,902	34,33,616	34,29,933

Notes : I. The Assets purchased out of the grants (other than Recurring Grant) from Govt. of India and Ford Foundation Grant

I, II, III, IV, V are not included in the above schedule since these have been fully charged to the respective grants. The Quantity and Value records, are, however, being kept separately. The value of such assets is Rs. 3,29,632.96.

II. For the same reason, Stock of Publications have not been valued but quantitative records are being kept.

III.*Represents cost of untraceable books and depreciation written back.

IV. Office equipment includes cost of 6 typewriters stolen in September, 1974.

THAKUR. VAIDYANATH AIYAR & CO.

Chartered Accountants

M.V. MATHUR

Hony. Treasurer

R.N. HALDIPUR

Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E' forming part of Balance Sheet as at 31st March, 1976

<i>As at</i> <i>31st March</i> <i>1975</i>		CURRENT ASSETS	
Rs.		Rs.	Rs.
13,214	Interest accrued but not due		12,877.47
86,361	Stock of Paper & Stationery (at cost as certified by the Registrar)	51,838.75 <u>49,404.50</u>	1,01,243.25
	Sundry Debtors:		
	Bills receivable	6,162.75	
	Royalty receivable	10,750.95	
	Tuition fee outstanding	6,950.00	
86,764	Rent outstanding from staff quarters, Hostel & Auditorium	<u>82,553.43</u>	1,06,417.13
	Cash & Bank Balances		
	Cash in hand	5,323.70	
	Imprest-Petty Cash	379.82	
	Postage Imprest	1,201.24	
	First National City Bank of New York:		
	In Savings Fund Account	81,536.44	
	In Current Account	<u>17,712.72</u>	99,249.16
	United Commercial Bank, New Delhi:		
	In Savings Fund Account	1,853.67	
	In Current Account	<u>3,40,791.45</u>	3,42,645.12
1,86,339	Carried Over	4,48,799.04	2,20,537.85

As at
31st March
1975

CURRENT ASSETS

Rs.		Rs.	Rs.
1,86,339	Brought forward	4,48,799.04	2,20,537.85
	State Bank of India, New Delhi		
	In Current Account	35,162.36	
	In Fixed Deposit Account with		
	United Commercial Bank		
	For School Prize Fund	9,830.79	
	For Gratuity Reserve Fund	1,20,200.00	
	For Life Membership Fund	1,09,600.00	2,39,630.79
	State Bank of India, New Delhi		
	For Gratuity Reserve Fund	3,46,350.00	
	For Life Membership Fund	27,500.00	
	For Research Revolving Fund	1,14,000.00	4,87,850.00
10,12,124	Bank of India	3,000.00	12,14,442.19
	Advances Accountable/Recoverable		
	Staff advance for purchase of Conveyance	12,324.00	
	Advance to Film Division	100.00	
	Advance to DFSU	1,610.00	
	Advance to Mrs. S. Mahajan (Advocate)	1,000.00	
	Advance to Shri B.T. Singh (Advocate)	100.00	
	Advance to Ex. Engineer, Elect. Division		
	No. VI, CPWD	29,714.00	
11,98,463	Carried over	44,848.00	14,34,980.04

As at
31st March,
1975

CURRENT ASSETS

Rs		Rs	Rs
11,98,463	Brought forward	44,848.00	14,34,980.04
	T.A. Advance	995.00	
	Advance for Expenses	7,100.00	
	Pre-paid Expenses	94,983.82	
80,867	Suspense Account	15,006.06	1,62,932.88
2,08,316	Amount Recoverable from Delhi Municipal Corporation		1,73,648.00
	Deposits		
	Deposit for Electricity	10,220.00	
	O.Y.T. Deposit	18,125.00	
15,245	Other Deposits	800.00	29,145.00
15,02,891	TOTAL		18,00,705.92

THAKUR, VAIDYANATH
AIYAR & CO.
Chartered Accountants

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC
Income and Expenditure Account

*Figures for the
previous year*

EXPENDITURE

Rs.		Rs.	Rs.
71,603	To Pay & Allowances—Trg. Office		93,665.90
3,26,814	To Pay & Allowances Faculty and Supporting Staff		5,95,791.96
8,919	T.A. Faculty		7,364.55
1,794	Essay Prize		500.00
14,083	Research, Seminars, Conferences and Group Discussions		12,253.52
Library			
	Pay & Allowances—Library Staff	2,06,970.08	
	Newsletters & Periodicals	43,063.22	
2,34,399	Books binding charges	7,739.30	2,57,772.60
Publications			
	Pay & Allowances—Journal & Publication Staff	1,00,945.73	
	Periodicals (Journal etc.)	1,16,519.04	
	Other Publications	33,110.54	
1,96,912	Honorarium to Correspondents	9,346.90	2,59,922.21
Promotion of Branches' Activities			
	Share of Membership fees to Branches	25,990.00	
	Regional Seminars & Conferences	3,775.00	
	Research Subvention to Branches	29,982.76	
51,173	Contribution to Branches	600.00	60,347.76
Maintenance of Building, Hostel & Garden			
	Pay & Allowances—Maintenance staff	1,30,062.31	
	Pay & Allowances— Hostel Staff	63,851.27	
	Repair & Maintenance	1,36,248.98	
	Water & Elect. charges (net)	73,057.81	
	Rents, Rates & Taxes	54,001.45	
1,47,739	Hostel General charges	5,695.40	4,62,917.22
10,53,436	Carried Over		17,50,535.72

ADMINISTRATION, NEW DELHI

for the Year ended 31st March, 1976

Figures from
the previous year

INCOME

Rs.		Rs.	Rs.
14,56,000	Recurring Grant from Govt. of India (Ministry of Finance)		17,24,877.07
	By Subscriptions		
	Ordinary Members	47,571.58	
	Associate Members	1,625.00	
	Corporate Members	48,229.75	
70,895	Library Membership	1,203.00	98,629.33
3,991	Interest on Life Membership Fund		8,225.00
	By Income from Publications		
	Subscription and Sale of Journal and other Periodicals	31,047.59	
	Sale of the other Publications	27,081.51	
	Sale Proceeds of Framing of India's Constitution	23,720.00	
55,483	Royalty on Publications	4,883.76	86,732.86
1,95,592	Receipts from various paid courses (net)		1,91,216.68
72,497	Receipts from Consulting Assignment (net)		25,857.25
	By Rent Receipts		
	Hostel	2,67,688.42	
	Rent for Bedding/Furniture, etc.	4,206.71	
	Residential Quarters	32,116.94	
	Auditorium	6,909.73	
3,25,201	Other Rents	4,952.32	3,15,874.12
6,000	Subsidy from ICSSR for Documentation in Public Administration		6,000.00
	By Miscellaneous Income		
	C.H.S. Recoveries	3,631.25	
	Hire Charges for Films	50.00	
	Interest on Short Term Deposits	2,305.74	
	Loss or gain in exchange	13,062.24	
21,85,659	Carried Over	19,049.23	24,57,412.31

Figures for the
previous year

EXPENDITURE

Rs.		Rs.	Rs.
10,53,436	Brought forward		17,50,535.72
	Administrative Services		
	Pay & Allowance—Administration	2,77,038.53	
	Pay & Allowance—Accounts	86,928.90	
3,44,721	T.A. Institute	8,557.81	3,72,525.24
1,00,000	Contribution to Gratuity Fund		10,000.00
	Office Expenses		
	Printing & Stationery	42,097.19	
	Postage & Telegrams	30,970.41	
1,21,206	Telephone charges	41,862.84	1,14,930.44
	Services & Supplies		
	Liveries	14,462.78	
	Conveyance charges	6,152.16	
	Motor Car Expenses	10,137.67	
21,641	Amenities to staff	1,200.00	31,952.61
22,041	Contingencies & Misc.		23,723.58
47,559	Meetings T.A.		37,979.00
5,293	Overtime—IIPA.		5,667.34
16,872	Pay & Allowance—Leave Reserve		21,004.99
1,62,373	Depreciation		1,80,105.24
—	Cost of untraceable books written off		789.74
89,327	Expenditure met out of F.F.IV Grant (as per schedule 'A' attached)		1,04,437.85
46,116	Expenditure met out of F.F. Grant—Financial Management Unit (as per Schedule 'A' attached)		1,36,283.36
2,20,204	Pay & Allowance—staff so far paid from F.F. V. Grant		—
1,92,005	Excess of Income over expenditure		76,039.77
24,42,794	GRAND TOTAL		28,65,974.88

*Figures for the
previous year*

INCOME

Rs.		Rs.	Rs.
21,85,659	Brought forward	19,049.23	24,57,412.31
	Licence fee from Hostel, Mess & Canteen Contractor	720.00	
	Interest on Advances (Conv.)	918.13	
	Licence fee for Gas Installation at Hostel, Mess/Canteen	300.00	
	Maintenance charges for Conference Hall, etc.	4,670.00	
	Service charges	11,296.52	
	Miscellaneous	12,218.34	
23,429	Profit/Loss on Assets A/c	-	49,172.22
	By Recovery of Overhead Charges		
	Receipts from the Ministry of Works & Housing for C.U.S.	51,275.07	
	Receipts from UNICEF for overhead charges	289.95	
	Receipts from Deptt. of Personnel for overheads for Refresher Courses for Under Secretaries	17,815.83	
	Receipts from Deptt. of Personnel for overheads on courses (FDP)	31,347.40	
	Receipts from Deptt. of Personnel for overheads on Adv. Prof. Prog. in Public Administration	15,759.39	
98,263	Overheads from other sources	2,181.50	1,18,669.14
89,327	By transfer from Ford Foundation Grant-IV to meet expenditure (as per contra)		1,04,437.85
46,116	By transfer from Ford Foundation Grant-Financial Management Unit to meet expenditure (as per contra)		1,36,283.36
24,42,794	GRAND TOTAL		28,65,974.88

M.V. MATHUR
Hony. Secretary

R.N. HALDIPUR
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' forming part of Income and Expenditure of Account

Rs.

Expenditure met out of Ford Foundation Grant IV

Short Duration Overseas Travel & Study	73,394.48
Graduate Training Abroad	30,940.96
Bank Charges	102.41

TOTAL	104,437.85

Expenditure Met out of Ford Foundation Grant V

Overseas Training & Study Tours	76,189.57
Library Books	38,137.89
Teaching Materials & Equipment from Abroad	21,860.55
Bank Charges	95.35

TOTAL	1,36,283.36

THAKUR, VAIDYANATHI AIYAR & CO.

Chartered Accountants

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC,

Receipt and Payment Account

RECEIPTS	Rs.	Rs.	Rs.
Opening Balances			
Cash in hand		3,791 .52	
State Bank of India, New Delhi		8,969 .15	
United Commercial Bank, New Delhi			
In Savings Fund Account	63,764 .54		
In Current Account	<u>1,11,159 .66</u>	1,74,924 .20	
First National City Bank, New York			
In Savings Fund Account	3,34,106 .90		
In Current Account	<u>12,227 .12</u>	<u>3,46,334 .02</u>	5,34,018 .89
'Part A'			
Recurring grant from the Govt. of India & Internal Receipts (Schedule I)			26,15,734 .43
'Part B'			
Funds, Deposits & Advances (Schedule II)			2,13,087 .54
Part 'C'			
Grant for Projects etc. (Schedule III)			16,11,682 .43
GRAND TOTAL			<u>49,74,523 .29</u>

THAKUR, VAIDYANATH AIYAR & CO.

Chartered Accountants

R.N. HALDIPUR

Director & Ex-Officio Secretary

ADMINISTRATION, NEW DELHI

for the Year ended 31st March, 1976

PAYMENTS	Rs.	Rs.	Rs.
Part 'A'			
Expenditure against recurring grant from Govt. of India & Internal Receipts (Schedule I)			26,13,470.81
Part 'B'			
Payments out of Funds, Deposits & Advances (Schedule II)			2,81,891.62
Part 'C'			
Expenditure against grant for Projects, etc. (Schedule III)			15,93,780.52
Closing Balance			
Cash in hand		5,323.70	
State Bank of India, New Delhi		35,162.36	
United Commercial Bank, New Delhi		3,42,645.12	
First National City Bank, New York			
In Savings Fund A/c	81,536.44		
In Current A/c	17,717.72	99,249.16	4,82,380.34
GRAND TOTAL			49,74,523.29

M.V. MATHUR

Hon'y. Treasurer

THE INDIAN INSTITUTE OF PUBLIC
SCHEDULE I OF RECEIPTS AND

Part 'A' Grant from

RECEIPTS	Rs.	Rs.
Grant-in-aid from Govt. of India, Ministry of Finance, Department of Expenditure		17,24,877.07
Subscriptions :		
Ordinary Members	47,571.58	
Associate Members	1,625.00	
Corporate Members	48,229.75	97,426.33
Income from Publications:		
Sale of Journal & Other Publications	61,187.80	
Sale proceeds of Framing of India's Constitution	23,720.00	84,907.80
Royalties		10,094.69
Fee from Paid Courses (net)		1,89,856.68
Fee from Consulting Assignment (net)		25,857.25
Rent From:		
Residential Quarters	30,231.31	
Auditorium	6,383.33	
Hostel	2,50,349.98	
Bedding & Furniture, etc.	4,206.71	
Others	5,140.02	2,96,311.35
Misc. Receipts		57,977.74
C.H.S. (Recoveries)		3,631.25
Conveyance Advance (Refund)		5,207.00
Interest on Conveyance Advance		918.13
Receipts on account of Overhead Charges		1,18,669.14
 Carried Over		 26,15,734.43

ADMINISTRATION, NEW DELHI

PAYMENTS ACCOUNT

the Government of India and Internal Receipts

PAYMENTS	RS	RS
Pay & Allowances		
Faculty	4,19,087.53	
Employer's contribution to C P Fund	20,566.00	
Supporting Staff	1,52,239.32	
Employer's contribution to C P Fund	6,109.00	
Leave Reserve	20,000.98	
Employer's contribution to C P Fund	890.00	
Office of Academic Activities	86,768.54	
Employer's contribution to C P Fund	4,811.00	
Library	1,97,396.50	
Employer's contribution to C P Fund	9,569.00	
Publications	96,399.33	
Employer's contribution to C P Fund	3,575.00	
Hostel	61,073.12	
Employer's contribution to C P Fund	2,849.00	
Maintenance	1,24,348.12	
Employer's contribution to C P Fund	5,725.00	
Administration	2,66,063.38	
Employer's contribution to C P Fund	10,130.00	
Accounts	84,632.13	
Employer's contribution to C P Fund	2,660.00	
T.A. Faculty	7,364.55	
T.A. Institute	8,480.71	
Gratuity	10,000.00	16,00,738.21
Essay Prize		500.00
Research, Seminar & Conferences :		
(1) Research, Seminar & Conferences	9,988.12	
(2) Study of Application of Network Tech in India	550.90	
(3) Res. Study—Citizens Grievances & their Redressal	51.00	
(4) Study of Research Laboratories	19.40	
(5) Res. Project—Incidences of Bonded Labour	914.00	
(6) Res. Project -Urban Land & Housing Policy	730.10	12,253.52
Carried Over		16,13,491.73

RECEIPTS	Rs.	Rs.
Brought forward		26,15,734.43
Carried Over		26,15,734.43

	PAYMENTS	Rs.	Rs.
	Brought forward		16,13,491.73
Library :			
Library Books	80,854.34		
Periodical & Newsletters	43,063.22		
Binding Charges	7,739.30		
Library Equipment	1,046.40		1,38,703.26
Publications :			
Publication of Journal	1,01,013.71		
Publication of Newsletters	8,839.85		
Publication of Documentation	14,571.90		
Publication of Other Pub.	43,233.30		
Hon. to Correspondents	9,346.90		1,77,005.66
Hostel			
Hostel Equipment	6,255.56		
Hostel Improvement	15,011.57		
Hostel General charges	5,312.60		
Gas Installation at Hostel/Mess, Canteen	106.05		26,685.78
Promotion of Branches' Activities			60,347.76
Repairs & Maintenance			
Repairs & Maintenance	1,43,094.66		
Water & Electricity charges (net)	73,833.02		
Rent, Rates & Taxes	19,333.45		2,36,261.13
	Carried Over		22,52,495.32

RECEIPTS	Rs.	Rs.
Brought Forward		26,15,734.43
Total Receipts		<u>26,15,734.43</u>
Balance Brought forward from Previous year		<u>99.99</u>
 GRAND TOTAL		<u> 26,15,834.42</u>

Certified that out of the grant of Rs. 17,24,977.06 (including balance of Rs. 99.99 brought Administration for the year 1975-76 an amount of Rs. 17,22,613.45 was utilized during

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS		Rs.	Rs.
Brought forward			22,52,495.32
Office Expenses			
Printing and Stationery		43,445.76	
Postage & Telegram		30,970.41	
Telephone Charges (including OY 1 deposit)		57,004.55	1,31,420.22
Services & Supplies			
Amenities to Staff		1,200.00	
Liveries		16,228.65	
Conveyance Charges		6,409.34	
Motor Car Expenses		10,075.02	33,913.01
Furniture & Equipment for 2 Classrooms and for Room No. 8			74,045.80
Contingencies & Miscellaneous			21,225.96
Conveyance Advance			11,000.00
Office Equipment			21,013.34
Training Aids & Equipment			24,167.00
Meetings—T.A.			37,979.00
O.T.A.—I.I.P.A.			6,211.16
			26,13,470.81
Balance Carried Over			2,363.61
GRAND TOTAL			26,15,834.42

forward from previous year) received from Govt. of India by the Indian Institute of Public the year for the purpose for which it was intended as per the above statement.

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

SCHEDULE II OF RECEIPT AND

Part B—Funds, Deposits

RECEIPTS	Rs.
Postage Imprest	233.53
Petty Cash Imprest	208.98
Amount Reimbursed by Ministry of External Affairs	1,225.87
Staff Benevolent Fund	200.00
Hostel Deposits	660.00
Fixed Deposit with United Commercial Bank (Con. Place)	1,500.00
Mess Charges	33,979.38
Annual School Prize Fund—Interest	875.66
Gratuity Reserve Fund	70,173.80
Life Membership Fund	67,969.50
Security Deposit from Contractors	8,492.44
Earnest money from Contractors	2,950.00
Recovery of advance for expenses	0.10
Income tax deducted at source recovered	53.00
Honorarium payable to faculty for consulting assignments	2,873.20
Deposit with Executive Engineer (Elec.) Division IV, C.P.W.D.	1,873.00
Deposit with Executive Engineer Division VI, C.P.W.D.	2,718.00
Research Revolving Fund	17,101.08
GRAND TOTAL	2,13,087.54

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

ADMINISTRATION, NEW DELHI

PAYMENT ACCOUNT

and Advances

PAYMENTS	Rs.
Library Deposit	400.00
Unpaid Salaries	1,985.32
T.A. Advance	170.10
Deposit from U.P. Regional Branch	5,000.00
Amount payable to J&K Branch	120.00
Fixed Deposit with United Commercial Bank	1,36,399.00
State Cheque Account	2,207.95
Advance to Shri C.M. Palvia (for expenses)	600.00
Advance to Shri M. Thyagarajan (for expenses)	5,500.00
Advance to Mrs. S. Mahajan (Advocate)	1,000.00
Advance to Shri B.T. Singh (Advocate)	100.00
Advance to Film Division (Ministry of I&B)	100.00
Suspense General	11,809.25
Fixed deposit with State Bank of India, New Delhi	1,19,500.00
GRAND TOTAL	2,84,891.62

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

SCHEDULE III OF RECEIPT

Part 'C'—Grant for

RECEIPTS	Rs.	Rs.
Ford Foundation Grant IV—Interest		7,866.48
Ministry of Works & Housing, New Delhi for the Centre for Urban Studies		
(a) Grant-in-aid	3,96,000.00	
(b) Subscription of <i>Nagarlok</i>	2,215.82	3,98,215.82
Grant from Deptt. of Personnel, Cabinet Sectt. for Executive Development Programme		2,40,000.00
Grant from Deptt. of Personnel, Cabinet Sectt. for Refresher Course for U. Secretaries		1,65,000.00
Grant from Deptt. of Personnel, Cabinet Sectt. for Advanced Professional Programme in Public Administration		
(a) Recurring	1,60,000.00	
(b) Non-recurring	1,00,000.00	2,60,000.00
Grant from Deptt. of Social Welfare for Res. Project on Problems of Pensioners		39,425.00
Grant from NBO for Res. Project on Slum & Squatters Colonies in Kanpur City		40,500.00
Fee for MDP course on Materials Management		2,800.00
Fee for course on Operations' Research and Behaviour Science		3,000.00
Fee for 3rd course on Financial Management Tech.		20,000.00
Fee for course for middle level, Govt. Officials of Social Welfare Deptt.		1,572.88
Receipts for spl. course on Project Management Tech. for State Govt. Public Enterprises at Bhopal		42,000.00
Fee for course on Finance for Non-finance Executives		20,150.00
Fee for 14th spl. course on Perf. Budgeting		18,000.00
Carried Over		12,58,530.18

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

Projects, etc.

PAYMENTS	Rs.	Rs.
Expenditure met out of I.I. IV-Interest		16,068.10
Expenditure met out of I.F. Grant IV		
Short duration overseas Travel & study	73,394.48	
Bank charges	102.41	
Graduate Training Abroad	30,940.96	1,04,437.85
Expenditure met out of Ford Foundation special Grant for Financial Management		1,36,283.36
Expenditure on other Projects		
Centre for Urban Studies		
Grant from Ministry of Works & Housing, New Delhi	3,80,847.54	
Publication of <i>Nagarlok</i>	12,261.23	3,93,108.77
Training courses under the Executive Development Programme, Grant from Deptt. of Personnel, Cabinet Sectt.		2,40,330.11
Refresher course for Under Secretaries		1,36,588.10
Advanced Professional Programme in Public Adm.		
Recurring	1,20,821.99	
Non-recurring	55,035.19	1,75,857.18
4th course on Computers & Management		16,000.00
Research Project - Problems of Pensioners		26,112.54
3rd spl. course on Financial Mang Tech.		20,000.00
Res. Project on Slum & Squatters Colony in Kanpur City		8,532.92
14th Spl. Course on Perf. Budgeting		18,987.46
N.S.I.C. Research Project		273.25
N.S.I.C. Consulting Assignment		24,989.75
Seminar on Role of Small Scale Industries in the 5th Plan		693.72
M.S.R.T.C. Consulting Assignment		4,198.35
Carried Over		13,22,461.46

RECEIPTS	Rs.
Brought forward	12,58,530.18
Fee for 7th Spl. course on Perf. Budgeting	7,650.00
Fee for 4th Spl. course on Computers and Management	16,000.00
Receipt for Seminar on New Dimensions in Management	3,000.00
Fee for 4th Spl. course on Network Tech. & Perf. Budgeting for Public Sector Undertakings	52,000.00
Fee for 5th Spl. course on Network Tech. & Perf. Budgeting for Public Sector Undertakings	28,800.00
Fee for 6th Spl. course on Network Tech. & Perf. Budgeting for Public Sector Undertakings	39,600.00
Fee for Spl. course on Network Tech. and Performance Budgeting for Madras Refineries	40,000.00
Fee for course on New Dimensions in Management of Human Resources	7,700.00
State Bank of Patiala Assignment	487.70
Receipts from N.S.I.C. for Consulting Assignment	34,104.49
Fee for H.S.C.L. Assignment	13,795.46
Fee for P&T Assignment	2,000.00
Fee for M.S.R.T.C. Assignment	4,200.00
Fee for UNICEF Consulting Assignment on Prog. Evaluation of Water Supply Programme	5,000.00
Grant from I.C.S.S.R. for fellowship	1,787.00
Grant from U.N. for Res. Project—Integrated Delivery System in Social Services	14,558.00
Grant from ACDA for Res. Project—Policy Analysis & Dev. in India	7,279.00
Grant from ACDA for Course on Agr. Admn.	10,190.60
Carried Over	15,46,682.43

PAYMENTS	Rs.
Brought forward	13,22,461.46
Research Project—Police Management at top level	1,370.00
Course on Finance for Non-finance Executives	20,150.00
Seminar on New Dimensions in Management	3,000.00
State Bank of Patiala Assignment	4.48
Course on Operations Research and Behaviour Science	3,000.00
Grant from UNICEF for Integrated Services of Youth and Children in Urban Areas	3,608.17
4th Spl. course on Network Tech. & Perf. Budgeting for Public Sector Undertakings	52,000.00
H.S.C.L. Consulting Assignment	16,128.56
5th Spl. course on Network Tech. & Perf. Budgeting for Public Sector Undertakings	28,800.00
6th Spl. course on Network Tech. & Perf. Budgeting for Public Sector Undertakings	39,600.00
Spl. course on Network Tech. & Perf. Budgt. for Madras Refineries	7,503.58
Consulting Assignment with Indian Railways	455.48
BHEL Hardwar Assignment	60.10
BHEL Workshop for Finance & System Group	998.20
Programme on Management Techniques for BHEL (Finance Group)	4,850.48
Programme on Management Techniques for BHEL (System Group)	2,934.15
7th Spl. course on Perf. Budgeting	7,650.00
Guide to sources of Modern Indian History	4,059.02
I.C.S.S.R. Research fellowship	492.49
Study of Kurukshetra University (ICSSR)	2,511.37
Carried Over	15,21,637.54

RECEIPTS	Rs.
Brought forward	15,46,682.43
Receipts from Bharat Heavy Electricals Ltd., New Delhi for two Courses and one workshop	65,000.00
GRAND TOTAL	16,11,682.43

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS

Rs.

Brought forward 15,21,637.54

Bench Mark Studies in field Admn. in India (IC SSR)	6,395.29
Course on Agricultural Administration /IIPA/ACDA	166.65
Course on New Dimensions in the Management of Human Behaviour	7,700.00
Kerala Transformers & Electricals Ltd. Assignment	3,229.70
Dairy Development Corp. Bhopal Assignment	600.00
MDP Course on Materials Management	2,800.00
I A A. India Consulting Assignment	121.00
Spl. course on Project Management Tech. for State Government & Public Enterprises at Bhopal	42,000.00
UNICEF Consulting Assignment	285.12
Study on Local Govt. System in India (ACDA)	100.00
Res. Project—Integrated Delivery System in Social Services	539.14
Res. Project —Policy Analysis & Dev. in India (ACDA)	6,801.00
Bharat Gold Mines Ltd. Assignment	1,405.00

GRAND TOTAL

15,93,780.52

M.V. MATHUR
Hony. Treasurer

R.N. HALDIPUR
Director & Ex-Officio Secretary